

Public Involvement Plan (PIP) for the Solid Waste Management Plan Update

February 29, 2012



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Executive Summary

This Public Involvement Plan documents the development and implementation of the process to gather public input for Seattle Public Utilities' update to its Solid Waste Management Plan (Plan). A comprehensive Public Involvement Plan (PIP) is crucial to the success of any public involvement effort. The ultimate goal of the PIP was to allow the public opportunities throughout the process to influence decisions and outcomes. The results of this PIP show a high degree of effectiveness from reaching beyond the minimum practice of general notices and general public meetings. Targeted direct contact with stakeholders and leveraging modern tools of social media has enabled SPU to gather feedback from a much larger scope of individuals. This PIP includes descriptions and results of those processes.

An important goal for outreach activities for this PIP was to move beyond traditional activities and find innovative new methods of engaging new stakeholder audiences who may provide a fresh and compelling set of perspectives. Along with reaching out to traditional stakeholders such as commercial and industrial customers, outreach activities were developed to target historically under-served and diverse populations, and the outreach methods were designed to be inclusive. Feedback garnered from PIP essentially met and in some aspects exceeded the PIP's goals. The PIP was developed in stages, and implemented in late summer through early fall 2011 when Seattle Public Utilities went public with the Preliminary Draft of the Plan.

Seattle Public Utilities engaged The Connections Group (consultant) to develop and implement a Public Involvement Plan (PIP) for the Solid Waste Management Plan update in June of 2009. The consultant's tasks and deliverables for stakeholder involvement and public review of the Preliminary Draft Plan included developing and writing a Public Involvement Plan (PIP) and then partnering with SPU to execute the PIP. A critical component of PIP execution included analyzing and writing this final report on the results of outreach activities.

An active partnership between the consultant and SPU project staff was developed throughout the PIP process. Between June of 2009 and February of 2012, the consultant worked with SPU project staff to:

- Conduct planning meetings and consultations with SPU staff, SPU Leadership, and others recommended by SPU.
- Develop, key stakeholder and general public targets.
- Develop outreach toolkits and conduct public outreach activities. Analyze outreach data and complete the Public Involvement Plan report

The following five chapters represent the sequential development and completion of the Public Involvement Plan.

- Chapter 1 Introduction
- Chapter 2 Detailed Overview and Approach
- Chapter 3 Stakeholder Audiences
- Chapter 4 Outreach Activities
- Chapter 5 Closeout, Evaluation and Reporting

The 8 appendices at the end of the PIP include detailed documentation of the lists and tools used in the outreach process, as well as documentation of the Plan's web presence and social networking success.

Chapter 1. Introduction

1.1 List of Relevant Abbreviations

PITT: Public Involvement Task Team

PIP: Public Involvement Plan

RCW: Revised Code of Washington

SPU: Seattle Public Utilities

1.2 Regulatory Context, Policies and Code Requirements

State of Washington Regulatory Code: The State of Washington's RCW 70.95 says cities and counties must have comprehensive solid waste management plans. These plans must be reviewed every five years, and updated as needed. At this time Seattle Public Utilities (SPU) is planning the second amendment to Seattle's 1998 Solid Waste Management Plan. Seattle's plan was first amended in 2004. This Public Involvement Plan (PIP) describes the public outreach that will be done for the 2nd amendment. *Note: After this stage of PIP development began, the Washington Department of Ecology instructed SPU that the next plan update would be a revision, not an amendment.*

City of Seattle Inclusive Public Engagement Policy: The City of Seattle is committed to ending institutional racism. It is also committed to raising the numbers of community members who take part in civic affairs. To help these goals, the City of Seattle has an Inclusive Public Engagement Policy. This policy guides public engagement actions by City agencies, to ensure balanced and fair outcomes. The policy places special focus on traditionally under-served populations, people of color, immigrants, and refugee communities. It aims to increase access to information, resources, and civic processes for these groups.

This PIP will outline a plan for public engagement that follows these standards outlined by the City:

- The purpose of the outreach and public engagement activities will be clearly defined.
- Outreach and public engagement activities will provide fair and balanced chances and means for participation.
- Outreach and public engagement processes will be inclusive, and relevant to the varied cultures of the city. They will be well planned and carried out.
- The city will respect the time of community members.
- The city will inform participants about the results of their engagement.
- The cultural assets and knowledge of communities will be honored and put to good use.

City of Seattle Translation and Interpretation Policy: The City's translation and interpretation policy says that all City Departments should translate vital documents into First Tier Languages.

There are seven languages other than English most commonly spoken in Seattle. These languages have been defined as First Tier by the Mayor's Office. They include Spanish, Cantonese, Mandarin, Vietnamese, Korean, Tagalog, and Somali. Sections of the public review draft of the solid waste plan amendment will be translated for stakeholders speaking First Tier Languages as required by policy.

The city sometimes does outreach education, or engagement that is specific to a neighborhood. When 5% or more of the people in that neighborhood speak a single language that is not English, the city will provide translation and interpretation. SPU will follow this policy when involved with neighborhood groups in the public review process for the solid waste plan update.

Next, City policy requires that invitations going to the public about community meetings say First Tier Languages interpreters will be provided. The City must be given five days advance notice in those cases. If SPU includes public meetings in the public outreach for the solid waste plan update, SPU will provide interpretation fitting the community's needs as required by policy. The above translations and interpretations will be provided free of charge to the public.

SPU considers the solid waste Draft Plan for Public Review to be a key undertaking of their public engagement efforts. They will pursue fair and balanced methods to involve all rate-payer segments as reviewers.

1.3 Public Involvement Task Team (PITT)

In order to fully document how the PIP was drafted and carried out, it is important to describe the PITT and to define the roles and responsibilities of each member. The PITT is composed of SPU employees as well as employees of the consulting firm, The Connections Group. The table below summarizes each of the team members' roles and responsibilities. More detail on roles and responsibilities is in sections 2.3.3 and 2.4.

Public Involvement Task Team				
Organization	Name	Title	Role	Responsibility
Seattle Public Utilities	Vicky Beaumont	Solid Waste Strategic Advisor	Solid Waste Comprehensive Plan Project Manager	Responsible for all aspects of amending Seattle's solid waste comprehensive plan.
Seattle Public Utilities	Jenna Franklin	Strategic Communications Advisor	Strategic Planning Advisor	Scope of work development, consultant selection, strategic advice and direction to PIP consultants; coordinating SPU internal communications resources
Seattle Public Utilities	Brett Stav	Solid Waste Communications Manager	Communications Manager for public review of the draft amendment.	Managing PIP consultants; planning, organizing, and implementing execution of the PIP.
Seattle Public Utilities	Erin McCoy	Communications Intern, Project Delivery Branch		Support for SPU Comprehensive Plan Core Team
The Connections Group	Cathy Allen	President and CEO	Lead Consultant	Messaging, training employees, community, focus groups, meetings, final outreach analysis, report and presentation
The Connections Group	Stanley Tsao	Vice President	Consultant	Training and outreach materials, production, budget, language

				community outreach, outreach reports
The Connections Group	Kathleen Paganelli	Account Executive	Consultant	Initial stakeholder identification, language community outreach, first point of contact for stakeholders, outreach and focus group logistics, outreach reports, account management & logistics

Team Operations: Formal check in dates and deadlines will be assigned to each task of writing and implementing the PIP. Depending on the task, the team may meet in person or communicate via phone or email on the day of the deadline. Team members will also discuss any issues that arise between deadlines via email or phone. All team members will have a chance to provide input on project decisions. The team will make decisions by consensus when possible. The SPU Project Manager will be the final decision maker.

1.4 Roles and Responsibilities

1.4.1 Agency Roles and Responsibilities

SPU is responsible for developing the Draft Plan for Public Review of Seattle’s solid waste management plan update. The agency will also make sure the update’s PIP complies with all City policies for public engagement. They will also make sure the PIP is carried out in full. Lastly, the agency will ensure that audiences understand how their feedback will be used – how it can impact the plan update.

1.4.2 Consultant Responsibilities

The Connections Group is responsible for developing and writing the PIP. The consultant and SPU will partner to execute the plan. The consultant will develop outreach techniques per the goals stated in the PIP, and go out into the field to execute those techniques. Consultant and SPU staff will work together to create any needed tools such as announcements, graphics, questionnaires, web pages, etc.

While outreach is on-going the consultant will prepare two types of reports. First are weekly summary reports. Second is a half-page report at the end of each outreach activity. The consultant will send these reports to the SPU project manager and SPU strategic communications manager. The consultant will also assist with compiling the reports’ contents into the PIP’s final report. Finally, the consultant will work with SPU to deliver the final report to the City Council and Mayor’s Office.

1.4.3 Audience Roles and Responsibilities

Persons taking part in the outreach will be asked to provide thoughtful feedback about the Draft Plan for Public Review. This feedback will help SPU make the final draft of the plan update reflect the interests of as many Seattle ratepayers as possible. Feedback should focus on the best ways to reach solid waste goals while serving the community fairly.

Each stakeholder should provide feedback that reflects their own experience, or is specific to the community they represent. Stakeholders who are selected because they are a leader from a group of

people should be able to speak for their community. For example, stakeholders from neighborhood groups should be able to tell us about waste issues of note in their neighborhood. Stakeholders from the First Tier Language communities may be asked to tell us about how well SPU sends and receives information with those language communities.

Lastly, we will ask leaders about how they wish to stay in communication with SPU after the public review process is done.

Chapter 2. Detailed Overview and Approach

2.1 PIP Purpose

The purpose of this PIP is to put in writing how SPU will fulfill public review elements for its solid waste management plan update. It will also record the public review work actually done and the results of those activities.

The State of Washington (RCW 70.95) requires cities and counties with solid waste management plans to review them every five years, and update them as needed. The update process must include public involvement. This PIP outlines how SPU plans to engage stakeholders in the public review process for Seattle's update. The process aligns with other guiding policies and principles. These include WAC 365-196-600 Reviewing, Amending, and Updating Comprehensive Plans and Development Regulations.

2.2 Communications Goals

SPU's solid waste plan update public involvement process focuses on meeting the following communications goals:

- **No fewer than 100 diverse** members of the rate paying **public are communicated with**. Respondents will be in a position to speak as people who live in Seattle.
- **No fewer than 80 diverse** people are asked to be involved who are either SPU's Key Customer Accounts (**business and commercial** rate-payers) and/or are already engaged with SPU on solid waste topics as an individual or part of a group.
- **A diverse range of outreach activities** are selected that, clearly support SPU's commitment to upholding the policies described in section 1.2 of this document. Activities also reflect the minimum diversity standard of 17% participation from historically underserved communities.
- **Internal stakeholders are informed, educated and engaged** so that external goals for engagement can be supported and met. These include SPU and other city staff.
- **Initial assessments** of outreach activities are done **within 15 days** of activity completion so the team can make corrections toward better success.
- **"Statements of impact" are given to all respondents**. The statements will outline how their feedback folds into the process of updating the plan.
- **"Statements of explanation" are given to all groups and others who respond**. After the update is done, these statements outline how the plan will be used to shape future SPU solid waste services.
- **A tool will be created** that will allow SPU to maintain open and **ongoing lines of communication** with respondents who would like to be contacted in the future. The tool will also track stakeholder use of the tool.
- **PIP activities** will be **measured** through a post-outreach survey, data analysis, and activity critiques. A **report** will be written containing the results.

2.3 PIP Outreach Approach and Techniques

SPU will consider many potential outreach approaches and techniques. The pros and cons of each approach are discussed below.

The team will choose approaches that will best match the outreach goals within the limited outreach budget and staffing. Approaches should result in high quality feedback, from the most stakeholders. They should also be as equitable as possible.

The process for choosing approaches will be found in Chapters 3 and 4. The chosen approaches will also be explained. SPU will be flexible with approaches in case the outreach budget changes, or because results from an approach differ from what was expected.

2.3.1 Use of Public Notifications and Advertisements

SPU usually places two postings in the Daily Journal of Commerce for any formal public involvement process. SPU will consider this requirement and consider the following other public notifications and advertisements:

- Press opportunities to engage the larger media outlets such as the Seattle Times to inform customers about the PIP.
- The **Seattle Channel** for a special program on the Solid Waste Comprehensive Plan Amendment.
- A specific **solid waste management plan webpage** on the SPU website where the general public can sign up to review a chapter of the Draft Plan for Public Review.
- Notices about the Solid Waste Management Plan update on the **SPU blog** and direct interested parties to the plan webpage.
- **Neighborhood blogs** – create local blog stories where customers are directed to the plan webpage. Customers can also post comments directly on the blog page.
- **Internet banner advertisements** that will show only on Seattle websites and in local blogs that link to the plan webpage and invite the public to comment.
- **Targeted advertisements** in print media such as the Seattle Times with directions to the plan webpage.
- **Advertisements in the First Tier Language media outlets.**
- **New stories developed with ethnically oriented community groups**, and placed in the First Tier Language media outlets.

2.3.2 Use of Mail Surveys and Telephone Polls

While telephone polling or mail surveys provide a large quantity of data, they do not provide as high quality data as two way conversations. They are restricted to short questions and answers and SPU cannot ask customers why they answered one way or the other. In addition, they have a low response rate, which can cause them to be very expensive. On average, people polled amount to less than 18% of people called. A typical 12 minute telephone poll with 1,000 samples could easily cost \$35,000 and more.

In addition, regular phone surveys often require English language fluency and a landline phone in the home. People being surveyed must also be home during a narrow window of time during the day or week. Many historically underserved peoples rely only on cell phone service. They also feel most fluent in languages besides English, or have non-traditional hours of being at home. More often than not, mail surveys return less than 5% of people mailed. They are a low return and high cost outreach technique. A standard mail survey with 1,000 samples could cost \$15,000 and more.

2.3.3 Use of Public Engagement (2 way conversation/dialogue)

Two way conversations are a very good way to get feedback from customers about what is important to them. They allow for new ideas to emerge more easily and this will help SPU learn more about needs of specific communities. For example, First Tier Language communities, communities with diverse cultures, and certain city locales may have concerns that differ from each other.

SPU also believes qualitative data will be the most effective use of the consultant's limited budget. SPU expects that leading members of the community will have a very high response rate. Their responses will also be more insightful and targeted to specific communities than responses in a poll or survey. Lastly, SPU is excited to make use of more personal meetings to grow new, lasting relationships with diverse communities. A detached survey or poll would not be very effective at forming those lasting connections.

SPU will consider the following options for two way dialogue:

1) Focus groups:

About three focus groups could be done within the consultant's contract budget, reaching only 45 people maximum. Without asking people to read the plan ahead of time (most would likely not), there would be a lot of material to get through in the time span of a typical focus group (1-2 hours). This would amount to a serious limit on the quantity and quality of review and feedback. Lastly, it could be complex to address the specific issues of diverse communities in a single conversation.

2) Identifying and contacting stakeholders to review selected chapters:

Some stakeholders will be very easily recruited for this public outreach, and at a low cost. These include stakeholders inside SPU and the City, key customers, existing community contacts, and persons who opt in through the SPU website or blog post. Recruiting more new community contacts would be cheaper than a focus group, and could reach the same or a larger number of people. Individual talks will allow in-depth information to come forth about each group. This approach will make it much easier work new or clarified information into conversations.

The bullets below lay out who will do what for public engagement through two-way dialogue.

SPU will be responsible for the following tasks:

- Talking to core team members to brainstorm how to tap existing employee links to the community. Some staff may already be active members of community groups that are potential stakeholders.
- Developing materials such as talking points or a letter for staff to use when contacting existing contacts who are potential stakeholders.
- Requesting involvement from internal stakeholders.
- Requesting involvement from key customers.
- Requesting involvement from existing community contacts.
- Providing translated materials as necessary and distributing materials to neighborhood and community organizations.
- Training and working with the targeted 100 stakeholders for long term media strategies and recruiting them to be future endorsers or commentators for SPU.

The consultant will be responsible for:

- Figuring out a list of 100 stakeholders from the diverse populations with whom we wish to engage. These stakeholders will be leaders who can speak not only for themselves, but can provide insights into the wants and needs of their communities as a whole.
- Asking each stakeholder to review one or several chapter(s) of the updated plan.

- Creating and using more than one kind of review format based on what will work best for the particular stakeholder. For example, it may work best for a business person reviewing a finance chapter of the plan to answer an online survey and provide added feedback via email. On the other hand, it might be more strategic to have an SPU employee do a presentation and discussion with an activist from a neighborhood group.
- Providing training and assisting with the materials developed for SPU employees who will lead presentations and discussions.
- Working with SPU to develop any other materials such as online surveys.
- Documenting and reporting on all PIP activities in a PIP report that will be available to stakeholders.

2.4 Key Messages

The project team will develop key messages when the recommendations of plan updates are mostly complete. The overall key message is that the plan update retains the vision and goals of the original 1998 comp plan.

Who does what, SPU or the consultant, for developing key messages is in the rest of this section.

For a summary table of roles and responsibilities by team member, see the table in section 1.3.

SPU will be responsible for:

- Developing the Draft Plan for Public Review.
- Providing simple and clear summaries of the Draft Plan chapters for the consultant.
- Supporting the consultant in the development of relevant materials, graphics, and web pages – this is a shared responsibility.

The consultant will be responsible for:

- Working with the First Tier Language stakeholders to see if we have to adjust key messages for language communities.
- Working with SPU to develop key messages and materials.
- Working with SPU to review the Draft Plan for Public Review and find suitable chapters for various stakeholders.
- Supporting SPU in the development of relevant materials, graphics, and web pages – this is a shared responsibility.

2.5 Risks and Barriers

The purposed of this section is to list the potential risks and barriers that may prevent achievement of the PIP goals. It also includes present best ideas for dealing with the risks and barriers.

Risk	Description	Approach
PITT staff changes	Especially given the long time period between drafting and implementing the PIP, it is possible that there will be a change in PITT staff.	SPU and the Connections Group will carefully document all work in writing so that a new team member may easily pick up the project.

Funding changes	Significant budget changes would impact the scope of the PIP.	The Connections Group will draft a PIP that includes a wide variety of outreach approaches. SPU may draw from these approaches in the case that the PIP scope needs to be changed.
Significant Comprehensive Plan Amendment Re-writes	If the Comprehensive Plan Amendment is changed significantly in the middle of executing the PIP, some new material may not be covered.	Some of the approaches in the PIP are aimed at engaging interested parties at any time during the public engagement. For example, the PIP webpage and blog. SPU will be ready to assign new material to these stakeholders. This should cover the material not already being reviewed by the 100 recruited stakeholders.
Imperfect randomness	Stakeholders who sign up to review a chapter online are not random because they are self selecting. In the 100 stakeholder component SPU will ask organizational leaders to help us communicate with their members. Members of the same organization have certain traits in common, so we will not be reaching a truly random selection of individuals.	Selecting non-random stakeholders may not be bad for SPU. We aim to get feedback about particular neighborhoods and communities. However, SPU will also employ the broadest possible outreach approaches given our budget. We will engage the largest number of diverse customers possible.
Budget cut/staff changes	The PIP will raise expectations for future communication needs. If there are budget cuts, SPU may not have the resources to handle the additional demands. SPU may also not have the resources to follow up with all the new contacts after outreach.	Risk management strategies include making use of existing internal resources such as Community Relations Development and annual customer service surveys. And leveraging opportunities funded for other outreach efforts. To ensure contacts are maintained and budget cuts do not threaten the success and completeness of this effort.
First Tier Language communities and stakeholders not interested in the solid waste plan but have other priorities with SPU instead	Non-English speakers have a more difficult time communicating with SPU about service issues. They will understandably be eager to use the opportunity of communicating with SPU staff to raise any unaddressed issues.	SPU will train representatives who are doing community outreach to note any issues and tell customers that someone will get back to them. They will then ask the customers to focus on the review process so that service may be improved in their community in the future.

SPU will cause offense by not selecting certain stakeholders.	In the 100 stakeholder outreach, SPU will inevitably leave out individuals of organizations would have liked to be involved.	When faced with a question of why an individual or organization was not included in the 100 stakeholders, SPU will explain our goal of fairly representing different populations. (Perhaps another stakeholder who represents the same community was included). Then we will offer that person or group to take on a chapter for review.
Due to the long outreach timeline, organizations and their people (stakeholders) may change	SPU aims to avoid duplication of work that would occur if we recruited leaders from organizations too early and the leadership changed by the time of the outreach. There is also the potential that the selected organizations will cease to exist or change dramatically.	The consultant will prepare a list of stakeholders and contact information, but will wait until the outreach is about to take place before recruiting individuals. We will also collect information for a larger group of organizations than we need so that we can quickly select new organizations if needed.
Due to the long outreach timeline, opinions and public inputs may change.	Ideas and inputs received in the beginning of 2010 less relevant to changes implemented in the end of 2010.	SPU will encourage audiences to take a long term view when reviewing the Draft Plan for Public Review and explain when the next updates will be made.

2.6 Participation Goals and Metrics

This section defines each of the PIP participation goals. Participation goals are first defined by audience or stakeholder group. Then they are defined by what “successful participation” means for that group.

SPU’s recruitment goals for this PIP reflect numbers that are in proportion to, or exceed, past SPU stakeholder feedback work. Setting the goals this way will allow SPU to appropriately measure against prior efforts.

“Successful Participation” for all audiences will include these aspects:

- Written feedback, by the respondent or written by outreach staff for them.
- The feedback expresses a feeling, position, or some other response.
- The feedback reflects that the respondent reviewed all of the plan section they agreed to look at.

Participation goals, level of review, and response will be measured on a point system. Goals reflect anticipated participation levels by group and level of existing engagement. For example, internal staff is highly engaged and would be expected to complete the assignment within the context of their job. In this example 25 participants multiplied by 20 points per review of the entire plan = a goal of 500 points for that audience segment.):

Points for amount reviewed

Review of Entire Plan = 20

Single Chapter Review = 15

Single Section Review (more than one paragraph and less than once chapter) = 10

Single Paragraph Review = 5

Failure to Complete Review = 0

Goals by Stakeholder Group

Stakeholder Group	Responses/Reviews Completed	Goal
Internal (SPU staff)	25	500 Points
Key Customers	25	370 Points
Existing Community	30	300 Points
Diverse Communities	100	500 Points

Audience segments that represent historically underserved stakeholder groups will be tracked by language or other demographic data. Data tracked will be the same as data collected in SPU customer surveys. This is to assess and report on the how well the campaign reached the inclusive outreach goals outlined in the Appendix 1. Language Diversity and in other sections of this document.

Consultant staff will initiate contact with the Diverse Communities and work with SPU to assign the appropriate chapter for each stakeholder to review. The consultants will be the point of contact for receiving feedback from these stakeholders. These stakeholders may also be leaders from organizations that have large memberships and strong internal communications mechanisms such as an email list and/or newsletter distribution. This will allow for participation tracking and reporting by community group or community leader. The team will then be better able to determine where inclusive engagement efforts were more or less successful.

Lastly, the consultant will identify and track the 100 diverse stakeholders' interests for a continued relationship with SPU. Such tracking and detailed records of all stakeholders will be used to solicit participation in post activity surveys. The surveys will help determine our overall success in reaching this PIPs communication and participation goals.

Chapter 3. Stakeholder Audiences

3.1 Definition of Affected Communities

Chapter two stated SPU's goal: that at least 180 stakeholders will review a portion of the solid waste plan update and provide feedback. The chart on page 11 separated those 180 stakeholders into these four groups:

- 100 diverse members of the rate paying public
- 25 people who are business and commercial rate-payers
- 30 people who are already engaged with SPU on solid waste topics
- 25 members of SPU's internal team

Feedback from participants in each of these groups will be important in unique ways. It is vital for SPU to get separate feedback from residential customers and commercial customers because they have very different solid waste needs. Likewise, people who are already engaged with SPU have special interests on specific solid waste topics. Lastly, the internal team is the most informed about how services are actually carried out by SPU. They can talk about the benefits and challenges of putting plan updates into action.

SPU also knows that different neighborhoods experience different issues with solid waste service. Within each of the groups described above, SPU will recruit stakeholders that represent neighborhoods as evenly as possible. (See list of neighborhoods in 3.5 Stakeholder Database).

Lastly, different businesses and organizations will have different interests in terms of solid waste services. Within each group and neighborhood, SPU will try to recruit individuals with a range of solid waste interests. The chart below shows each interest area and examples of organizations that serve those interests. SPU will identify individuals at these types of organizations as potential participants.

Stakeholder Interest Areas

Interest Area	Organization examples
Internal SPU	SPU Staff
General Public	Ratepayers
Public Affairs	Civic Groups Political action groups
Local Government Agencies	Other city departments Other local government (King Co., SKCHD)
Solid Waste Industry	Collectors Haulers Processors
Solid Waste Special Interest	Materials brokers Waste /recycling/organics technology developers
Environment, Livability and Growth Management	Neighborhood sustainability groups Environmental non-profits

Neighborhood	Neighborhood Institutions, Organizations and Councils Educational Organizations
Business	Business Associations Chambers of Commerce Business Owners
Media	Newspapers TV stations Radio stations Blogs
Faith Based	Faith based non-profits Places of worship
Groups that Produce Large Quantities of Waste	Property Owners Restaurants
Construction or Demolition	Construction or Demolition Companies
Historically underserved populations	Organizations that serve individuals who may have lack of access to service due to language, culture, race, ethnicity, social, economic, educational, medical, disabilities, or other issues Organizations with social justice missions For a list of languages see 3.5 Stakeholder Database.

3.2 Identification of Stakeholders

SPU and the consultant will identify more than 180 potential outreach participants. This is needed to guarantee responses from at least 180 stakeholders. SPU will be in charge of identifying potential participants in three of the stakeholder groups. Those are business and commercial rate-payers, people who are already engaged with SPU on solid waste topics and members of SPU's internal team. Existing lists will be the main source of information for these groups.

The consultant will be in charge of identifying diverse members of the rate paying public. This list will be inclusive as described in chapter one. It will also be balanced in terms of neighborhood and interest area. The consultant will identify potential participants using existing contacts and by planning new ones.

At the time of writing this chapter, existing lists from both SPU and the consultant had been combined to create an initial master list of 255 stakeholders. Existing lists from SPU included:

- Community Contacts
- Neighborhood Contacts
- Ethnically and Culturally Diverse Contacts
- Stakeholders Brainstormed by the Core Team for the Solid Waste Plan Update

Existing lists from the consultant included:

- Community Contacts
- Neighborhood Contacts
- Ethnically and Culturally Diverse Contacts
- Low-Income Assistance Contacts

- Civic Contacts
- Environmental Interest Contacts
- Youth Program Contacts
- School Contacts
- Business Contacts

As the identification of stakeholders continues, SPU and the consultant will work together to brainstorm and track overlap between groups. The project manager will be in charge of approving the final list of potential participating stakeholders before beginning outreach activities.

As described in 2.3.1 public notifications and advertisements will be used. This will make sure that outreach goes beyond the targeted stakeholders to the general public. Any rate payer who wishes to review the solid waste plan update and provide feedback will have the chance to do so.

Potential outreach participants will be identified based on their known stakeholder type. But at the time of outreach we may learn that some participants represent additional stakeholder types. For example we may learn that a stakeholder who was identified as a small business owner also speaks one of the Tier One or Tier Two languages. In order to track how inclusivity goals are being met, it is important collect complete information about each participant. SPU and the consultant will develop a standard set of demographic questions to be asked of every participant at the time of outreach. The protocol for asking those questions will also include a set of statements that explains the reason for collecting demographic data and assures participants that the information will be kept confidential.

3.3 Outreach Approaches

In order to reach the minimum 180 targeted stakeholders, SPU and the consultant will use many different outreach methods. SPU and the consultant will think carefully about which approach is best for each individual or group of potential participants.

Approach Name	Approach Description	Expected Use with Stakeholders
Transfer Station	Transfer station staff ask regular customers if they would like to take a section of the report home to review. They return it next time they come to the transfer station.	With neighborhood ratepayers.
Interview	One-on-one interview between project staff and participant. By phone or in person. Pre-arranged. Combination of pre-defined and open-ended questions.	With individuals (vs. groups) from various interest areas.
Meeting	Similar to interview but with a group.	With groups from various interest areas.
Email	Email individuals asking them if they would like to review a chapter.	With individuals who are representing their business and ratepayers who have emailed SPU in the past.

News Media & Blog or Website	Post the draft plan for public review on the web. Include a system for giving feedback online. Advertise the site in all outreach materials.	With ratepayers. Available to anyone who wants to comment but who was not included in targeted outreach.
Direct Mail	Selected neighborhoods will receive direct mail. It will invite them to visit the website or call SPU to participate in the review of the solid waste plan.	With neighborhood ratepayers.
Community Gathering	Asking individuals congregated in public places to review a small section (paragraph) or short summary of the plan and give feedback. Combination of pre-defined and open-ended questions.	In neighborhoods. Especially in those where it's been difficult to pre-identify other stakeholders.
Community Organization Office & Library & City Government Office	Outreach materials will be left at these locations for individuals to pick up if they are interested.	With ratepayers. Available to anyone who wants to comment but who was not included in targeted outreach.

3.4 Master Timeline for Outreach Activities

Below is an estimate of the order in which SPU and the consultant will complete the outreach tasks. The public draft document is in the process of being completed. Once it is ready the order of these tasks will be adjusted as needed and due dates will be assigned.

1. Finalize the stakeholder database
2. Populate the database with potential participants
3. Approve all potential participants and confirm that inclusivity goals are on track to be met
4. Message development for internal communication with target stakeholders
5. Training with SPU staff, Solid Waste Management Committee and/or others recommended by SPU
6. Write impact statements to be given to participants
7. Design any necessary outreach materials
8. Select appropriate section or summary of the solid waste plan update for each potential participant
9. Go online with the solid waste management plan webpage
10. Begin outreach

3.5 Stakeholder Database

SPU gave the PIP consultants an Access database to organize information about all of the individuals involved in this outreach process. That includes everyone targeted for review (whether or not they agree to participate). It also includes people who refer themselves to be a reviewer.

The purpose of the database is to track the status of review for each stakeholder. It will also be used to track how well inclusivity goals are being met among participants. Lastly, the database will allow the team to analyze outreach results by different parameters, such as neighborhood or historically

underserved population's categories. The database is flexible and will likely evolve as new stakeholders and new goals for analysis of the stakeholders are identified. Database fields and possible values can be changed. Currently the database includes the following fields:

Field type	Field	Possible Values
Basic Information	Name, Title, Organization	Fields for first and last Name Fields for phone, address, email, website
	Type of SPU account ¹	<ul style="list-style-type: none"> • Key account • Single family • Commercial business • Multi-family • Other
	Other	Preferred contact method or other contact notes
Targeted Populations	Type of stakeholder	<ul style="list-style-type: none"> • Internal SPU • General Public • Public Affairs • Local Government Agencies • Solid Waste Industry • Solid Waste Special Interest • Environment, Livability, Growth • Neighborhood Interest • Business Interest • Media Outlet • Faith Based Group • Large Volume Waste Producer • Construction/Demolition • Human Services Organization • Other
	Historically Underserved ²	Does Not Represent Historically Underserved Language ³ <ul style="list-style-type: none"> • Amharic speaking • Cambodian/Khmer speaking • Chinese speaking • Japanese/Nihongo speaking • Korean speaking • Lao/Laotian speaking • Phaasao speaking • Oromo/Oromiffa speaking • Russian/Eastern European speaking • Somali/af Soomaali speaking • Spanish speaking • Tagalog speaking • Thai/Phasa Thai speaking • Vietnamese

		Race/Ethnicity ⁴ <ul style="list-style-type: none"> • Black or African American • Asian • Native Hawaiian or Other Pacific Islander • Hispanic or Latino • American Indian or Alaska Native • Other • None • Senior • Youth • Low-income • African American • Other Immigrant/Refugee • Other
	Neighborhood Zone ⁵	<ul style="list-style-type: none"> • Ballard • Northwest • North • Northeast • Lake Union • Magnolia/Queen Anne • Capitol Park/Madison Park/Miller/First Hill • Central Area/Squire Park/Madrona/Leschi • Duwamish/SoDo/Southpark/Georgetown • Jefferson/Beacon Hill/New Holly • Downtown Core/Pioneer Square/Downtown/Belltown • West Seattle – West of Delridge • West Seattle – East of Delridge • Mount Baker/North Ranier/Seward Park • Columbia City/Rainier Beach, Other • Other
Outreach Process	Follow up needed	Yes/no
	Review by	Date
	Review points allocated	Per PIP chapter section 2.5 (0,3,5,10,15,16,17,18,20)
	Contact owned by	<ul style="list-style-type: none"> • Consultant • SPU • Mayor’s Office • City Council • Other
	Method of contact	<ul style="list-style-type: none"> • Transfer station • In person • Meeting • Email • News media

		<ul style="list-style-type: none"> • Blog or website • Phone • Direct mail • Community gathering • Community organization office • Library • City government office • Other
	Level of review ⁶	<ul style="list-style-type: none"> • Entire document (20 pts) • Multiple chapters (18 pts) • Multiple sections (17 pts) • Multiple paragraphs (16 pts) • Single chapter (10 pts) • Single paragraph (5 pts) • Declined (0 pts) • Other (3 pts)
	Status of review	<ul style="list-style-type: none"> • Declined • Accepted, not completed • Accepted, completed • Accepted, later declined • Unable to contact or lost

¹Note: If a stakeholder represents two types of SPU accounts (for example a business owner who is also a ratepayer at home) they will be asked which perspective they wish to review the plan from.

²Note: Some stakeholders will fit more than one historically underserved category. The database includes a primary and secondary field for historically underserved.

³ Languages include all Tier 1 and Tier 2 languages, meaning at least 2,000 Seattleites speak it.

⁴Race and Ethnicities include all that are included in the Census except White, which is not considered underserved.

⁵Neighborhood Zone (Defined by the Department of Neighborhoods).

⁶Level of Review (This field is the planned level of review, after review is complete, the correct number of points will be entered into the Review Point Allocated field).

The initial stakeholder list mentioned in 3.2 has been organized to include the same fields as the database for easy importing when the time comes to populate the database.

Chapter 4. PIP Outreach

4.1. Outreach Tools and Tactics

Overview

The project team created the initial stakeholder outreach list in chapter three in spring of 2010 and PIP outreach activities were initially scheduled for summer of 2010. The timeline for the PIP process, however, was extended due to a change of timeline at SPU to create the Preview Draft of the Seattle Solid Waste Plan and the related outreach tools.

The project team updated the stakeholder outreach list in spring of 2011 and added new community stakeholders from neighborhoods, historically underserved groups, businesses, and industrial customers. The final master list from both SPU and the consultant team grew to over 505 stakeholders from the initial list of 255 stakeholders in 2010.

The project team also decided to conduct a parallel outreach effort for construction and demolition debris (C&D) recommendations. A separate report documents those activities. However, there was some overlap in effort. The activities described in this PIP chapter were mainly for feedback on all the other Plan recommendations that pertain to municipal solid waste (MSW).

As stated in chapter two, the goal was to contact at least 180 stakeholders and have them review a portion of the draft Solid Waste Management Plan and provide feedback. In addition, SPU believes gathering data and speaking directly with targeted community stakeholders would be the most effective use of the consultant's limited budget.

The consultant team worked with SPU to develop the public outreach tools including draft chapters from Solid Waste Management Plan, announcements, questionnaires, online survey, website, and additional materials deemed important for the PIP outreach activities in July of 2011.

SPU created the website. Though not originally planned, the project team also created an online survey linked to the website, along with the planned dedicated email link. The website provided a convenient platform for stakeholders to review draft Solid Waste Management Plan materials and provide both quantitative and qualitative feedback. Response to the voluntary survey exceeded expectations, turning out to be the feedback method of choice for most respondents.

In summary, the project team provided a variety of ways for stakeholders to provide input during the PIP outreach process:

- An online survey at www.seattle.gov/util/SolidWastePlan
- Dedicated email addresses at SolidWastePlan@seattle.gov and spusurvey@connectionsgroup.org for stakeholders to send back specific comments and questions to SPU and the consultant team
- Presentations at community groups to share information and gather feedback.
- Intercept survey at transfer stations
- Feedback session with solid waste activists
- Feedback sessions SPU work groups

In all, SPU received about 23 written comments pertaining to MSW recommendations, plus others on C&D (documented separately). Comments from community group meetings are captured in those meetings' minutes. Nearly 600 people took the on-line survey between August 1 and October 9, 256 of

whom also gave comments. The transfer station survey gathered 99 responses and it concluded on October 15.

4.1.1. Roll-out and Announcements for Outreach Activities

SPU posted the Plan and dedicated email address on the Plan web page, on August 1, 2011 without announcement. SPU added the link to the on-line survey on August 9. On August 10, SPU issued a news release announcing the draft plan. The news release went out to all media outlets, and contained links to the online survey and draft chapters from Solid Waste Management Plan.

The consultant team began their PIP outreach activities on August 1, 2011 by starting to contact the stakeholders on the master list.

The project team did not purchase any media presence due to budget constraints. But several local news blogs and community websites posted the information about the plan and links to the survey and e-mail box.

See Appendix 2. SPU News Release on August 10, 2011.

4.1.2. Project Graphics and Identity/Brand

The project team did not develop graphics or other branding tools specific to the outreach effort. Any graphics used were copied from the Plan document. A key message included in outreach materials was that the plan would provide a “roadmap” to guide the city’s efforts toward waste prevention, recycling, composting, and collections.

The Plan website was the most important tool for giving the Plan outreach identity. With various approaches necessary to engage the different stakeholders, the outreach team decided it was important to have one place where all stakeholders could review the draft Solid Waste Management Plan and provide feedback to SPU. The consultant team worked with SPU to set up the website with links to the online survey and dedicated email, and provided background and details of the draft Solid Waste Management Plan.

See Appendix 3. SPU Website.

4.1.3. Project Documents

Below is a list of project documents, stakeholder list and tools the project team used to conduct the PIP outreach process.

1. Draft Solid Waste Management Plan – 2011 Revision

- [Table of Contents](#)
- [Executive Summary](#)
- [Matrix of Recommendations](#)
- [Chapter 1 – Revising the Plan](#)
- [Chapter 2 – Seattle Solid Waste Trends](#)
- [Chapter 3 – Waste Prevention](#)
- [Chapter 4 – Managing Discards](#)
- [Chapter 5 – Other Solid Waste Programs](#)

- [Chapter 6 – Administration and Financing](#)
- [Appendix A - Appendix A](#) – Glossary
- [Appendix B](#) – Zero Waste Resolution 30990
- Appendix C – Public Involvement Report
- [Appendix D](#) – Recycling Potential Assessment (RPA) Model
- Appendix E – Environmental Benefits Analysis
- [Appendix F](#) – Recycling Businesses
- Appendix G – State Environmental Protection Act (SEPA) documents
- Appendix H – Seattle Solid Waste Advisory Committee (SWAC) Participation
- Appendix I – Resolution of Adoption

2. Master Stakeholder List

The master list contains over 505 stakeholders from the following interest areas:

Interest Area	Targeted Organization
Internal SPU	<ul style="list-style-type: none"> • SPU Staff
General Public	<ul style="list-style-type: none"> • Ratepayers
Public Affairs	<ul style="list-style-type: none"> • Civic Groups • Political action groups
Local Government Agencies	<ul style="list-style-type: none"> • Other city departments • Other local governments
Solid Waste Industry	<ul style="list-style-type: none"> • Collectors • Self Haulers • Processors
Solid Waste Special Interest	<ul style="list-style-type: none"> • Materials brokers • Waste /recycling/organics technology developers
Environment, Livability and Growth Management	<ul style="list-style-type: none"> • Neighborhood sustainability groups • Environmental non-profits
Neighborhood	<ul style="list-style-type: none"> • Community Family and Senior Organizations • Neighborhood Institutions, Organizations and Councils • Educational Organizations
Business	<ul style="list-style-type: none"> • Business Associations • Chambers of Commerce
Faith Based	<ul style="list-style-type: none"> • Faith based non-profits
Groups that Produce Large Quantities of Waste	<ul style="list-style-type: none"> • Property Owners • Restaurants
Construction or Demolition	<ul style="list-style-type: none"> • Construction or Demolition Companies
Historically underserved populations	<ul style="list-style-type: none"> • Organizations that serve individuals who may have lack of access to service due to language, culture, race, ethnicity, social, economic, educational, medical, disabilities, or other issues • Organizations with social justice missions • Language organizations
Large SPU commercial garbage accounts	<ul style="list-style-type: none"> • Various businesses in the city • Businesses generating plastic film

Between August 1 and October 15, 2011, the project team – including four SPU staff, one C&D consultant for plastic film, and four Connections staff – made multiple rounds of attempts to contact the 505 stakeholders on the master list.

Master stakeholder list in Excel file format is listed in Appendix 4. Master Stakeholder List.

3. Outreach Phone Script

The consultant developed a phoning script for use by the consultant and SPU staff for consistent messaging. Script goals were to establish relationship for on-going interaction, as well as to introduce the Plan and solicit feedback.

See Appendix 5. Outreach Phone Script.

4. Outreach Email

The consultant developed an email template for use by the consultant and SPU staff for consistent messaging and proper links to the online documents and feedback tools. The goals for the email template were to establish a new relationship with stakeholders, as well as to introduce the Plan and solicit feedback for the online survey.

See Appendix 6. Outreach Email.

5. SPU Meeting Materials

SPU developed handouts for the groups with which they met, sometimes tailoring them for the group. For instance, some handouts highlighted recommendations affecting the commercial sector for meetings with business representatives. Others included background data, such as for recycling performance. The core components of the meeting materials included

- List of key recommendations
- Matrix of recommendations by sector
- Outreach cards for reference to website and e-mail

4.1.4. Key Topic Questionnaire: 3-6 visioning or other statements to ensure focused consistent Feedback

As mentioned at the beginning of this chapter, the consultant team worked with SPU to develop the public outreach tools in July of 2011. The main goal of the tools was to provide a convenient platform for stakeholders to review draft Solid Waste Management Plan materials and provide both quantitative and qualitative feedback.

Toward this end the project team decided to have one master questionnaire, or survey, for use in the PIP outreach activities and added specific questions tailored to five targeted demographics:

1. Seattle resident of a single-family home (detached, or up to 4 units)
2. Seattle resident of a multi-family home (condo or apartment of 5 or more units)
3. Manager of a multi-family residence in Seattle (of 5 units or more)
4. Seattle business owner/manager
5. Construction and demolition (C&D) professional serving Seattle

The project team also developed a separate intercept survey for transfer station customers, to gain focused feedback on Plan recommendations targeting self-haul transfer station customers.

In total, the project team developed 2 surveys.

See Appendix 7. Surveys.

4.1.5. Comment Cards

The team did not choose comment cards as a tool for this effort. The team did, however, hand out hundreds of “business” cards advertising the Plan website and asking for feedback.

4.1.6. Display Boards or Posters

The project team did not produce any display board or posters for use in the PIP outreach process.

4.1.7. Website/Online presence

The consultant team worked with SPU to develop a website at www.seattle.gov/util/SolidWastePlan to coordinate and gather survey input. The website provides convenient links to all the chapters of the Draft Solid Waste Management Plan, the online survey, email addresses, and related materials at SPU. By having a comprehensive website, the project team was able to ask stakeholders and SPU customers to publicize the website and deliver the PIP outreach activities to a wider audience.

With the increasing online activities and the use of social networking tools, the project team also developed materials and templates for email forwarding and Facebook postings. Through outreach activities with our targeted stakeholders, the project team asked willing participants to email survey materials to their lists and post updates on their Facebook pages.

4.1.8. Other Outreach Channels and Tactics

Besides working with the consultant team, SPU developed materials and conducted additional outreach activities:

- Talking with core team members and employees
- Meetings with internal stakeholders such as the inspector team
- Presence at other SPU forums such as for key business and industrial customers and multifamily recycling training
- Items in SPU’s electronic newsletters
- Items in SPU’s and other city department blogs
- Soliciting in-depth reviews by SPU staff who weren’t involved in developing the Plan

4.2. Outreach Activities

4.2.1 Outreach Meetings

From the outset, the project team decided that the most effective use of meetings was to piggyback on existing meetings of interested groups, especially for reaching historically under-represented populations.

The project team conducted 5 outreach meetings with community groups, and 5 other stakeholder groups between August and October 2011. These groups represent different interest areas and come from various geographical locations within the SPU service area. They include neighborhood and community organizations, a local area chamber, and a housing group. Most of the outreach meetings were arranged after initial contacts by the consultant team in August.

- Madrona Community Council
- Central Area Chamber of Commerce on September 12, 7pm at the 2100 Building
- Laurelhurst Community Club on September 12 at their board meeting
- Interbay Neighborhood Association on September 14 at their monthly meeting
- International District Housing Alliance on September 28
- Representatives from the local solid waste activism community
- Internal SPU work groups
- Other agencies (Sound Transit, Ecology)

The project team decided against staging any large, open invitation meetings, as an ineffective use of time and budget, and not useful for reaching a broad demographic perspective.

4.2.2. Workshops

The project team did not plan any workshops, for the same reasons as for not conducting open invitation meetings, above. While workshops can be useful for generating ideas, this outreach effort was to gain feedback on ideas already laid out in the draft Plan.

4.2.3. Intercepts and Dialogues

On October 1, October 4, October 8, October 11, and October 15, 2011, the consultant team worked with SPU to conduct intercept surveys at the SPU transfer stations. The survey teams conducted the survey in both English and Spanish, recording responses from a total of 99 transfer station users.

4.2.4. Surveys

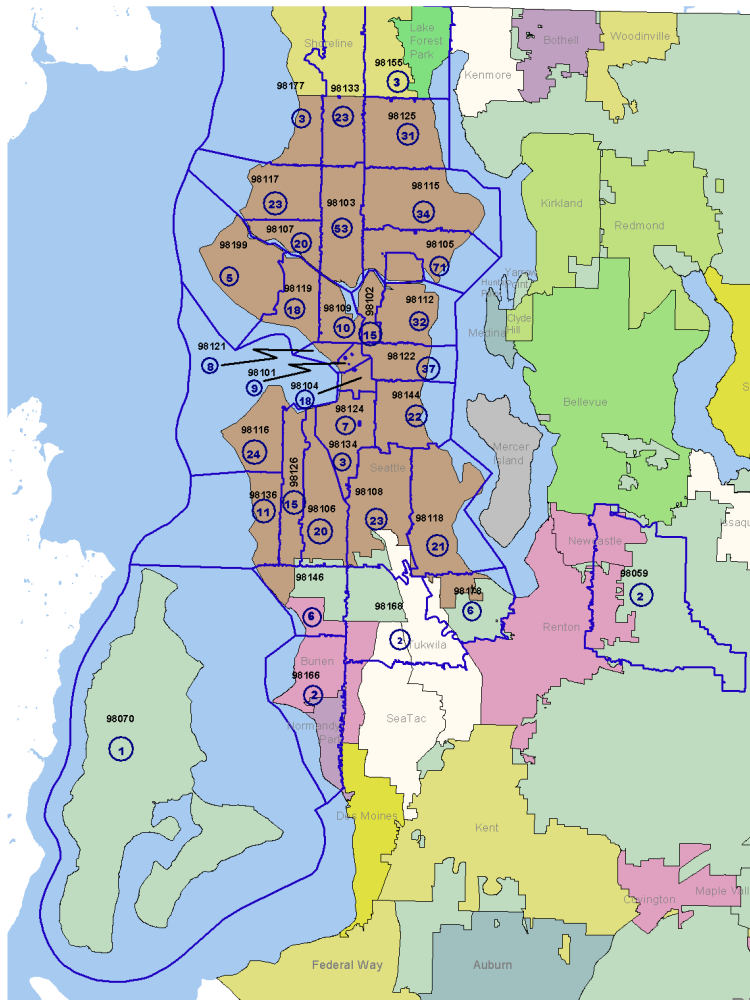
On-line Survey

In total, the project team collected over 593 online survey responses. 256 of the participants submitted comments with their responses. The responses were collected between August 1 and October 9, 2011 with majority of responses coming in before September 15, 2011. Of the 593 responses, here are the key demographics:

Group

Seattle resident of a single-family home (detached, or up to 4 units)	74.7%	443
Seattle resident of a multi-family home (condo or apartment of 5 or more units)	11.0%	65
Manager of a multi-family residence in Seattle (of 5 units or more)	3.2%	19
Seattle business owner/manager	2.4%	14
Construction and demolition (C&D) professional serving Seattle	0.7%	4
Other (please specify)	8.1%	48
answered question		593
skipped question		0

Zip Codes



Age

18-34	17.2%	94
35-54	48.1%	262
55-64	23.7%	129
65 or older	8.3%	45
Decline to answer	2.8%	15
<i>answered question</i>		545
<i>skipped question</i>		48

Gender

Male	33.3%	179
Female	60.1%	323
Decline to answer	6.5%	35
<i>answered question</i>		537
<i>skipped question</i>		56

Household Size

1	16.0%	86
2	39.0%	210
3	18.0%	97
4	14.8%	80
5 or over	6.7%	36
Decline to answer	5.6%	30
<i>answered question</i>		539
<i>skipped question</i>		54

Household Income

Under \$30,000	3.4%	18
\$30,000 – \$39,000	4.1%	22
\$40,000 – \$49,000	5.8%	31
\$50,000 - \$59,000	4.7%	25
\$60,000 to \$75,000	12.8%	69
\$75,000 – \$100,000	18.8%	101
\$100,000 and over	27.9%	150
Decline to answer	22.5%	121
<i>answered question</i>		537
<i>skipped question</i>		56

Education

Something less than high school graduate or GED	0.4%	2
High school graduate or GED	2.1%	11
Some college or technical school or AA degree	11.7%	62
4 year college degree	36.7%	194
Post graduate work or degree	49.1%	260
<i>answered question</i>		529
<i>skipped question</i>		64

Race/Ethnicity

White	81.1%	438
Black or African American	2.0%	11
Chinese	2.4%	13
Filipino	0.6%	3
Vietnamese	0.2%	1
Don't know	0.6%	3
Decline to answer	9.3%	50
Other (please specify)	6.1%	33
<i>answered question</i>		540
<i>skipped question</i>		53

Hispanic, Latino, or Spanish Origin

Yes	3.2%	17
No	86.7%	461
Decline to answer	10.2%	54
<i>answered question</i>		532
<i>skipped question</i>		61

Average responses to recycling recommendations by white versus non-white race categories.

Even though the survey was imperfectly random, the project team looked at nonwhite versus white reactions to select survey questions.

Question	Scale	Average Response		
		Non-White	White	Overall
Question 9 How satisfied are with Seattle Public Utilities' (SPU's) efforts to reduce waste and increase recycling and food and yard waste composting in Seattle?	1 – Not at all satisfied 2 3 4 5 6 7 – Very Satisfied	5.5	6.0	5.9
Question 10 How satisfied are you with Seattle Public Utilities' garbage, recycling and food and yard waste pickup services in Seattle?	1 – Not at all satisfied 2 3 4	5.5	5.9	5.8

	5 6 7 – Very Satisfied			
Question 11 This question is about garbage service for single family households (up to 4-plexes). Right now the City's Seattle Public Utilities picks up garbage on a weekly basis. They also pick up food and yard waste every Now that food scraps are allowed in the weekly yard and food waste service, the City's seattle Public Utilities is considering changing garbage to an every other week service. If this change is made, how satisfied would you be?	1 – Not at all satisfied 2 – Not very satisfied 3 – Somewhat satisfied 4 – Very satisfied 5 – Extremely satisfied	2.3	2.8	2.7
Question 13 Would you favor or oppose a plan that forbids food waste from being placed in the garbage container? Garbage containers with food and yard waste in them would not get picked up. Seattle already has similar rules about placing garbage in the recycling container and garbage in the food and yard waste container.	1 – Strongly oppose 2 – Oppose 3 – Favor 4 – Strongly favor	2.4	2.7	2.7
Question 15 Businesses are currently only required to recycle paper and cardboard. Would you favor or oppose a plan to require businesses to recycle more materials such as bottles and cans?	1 – Strongly oppose 2 – Oppose 3 – Favor 4 – Strongly favor	3.4	3.6	3.6
Question 17 Would you favor or oppose a plan to ask resident to put disposable diapers and pet waste into a separate collection container for pickup? The disposable diapers and pet waste would be composted using a process that kills bacteria and other pathogens.	1 – Strongly oppose 2 – Oppose 3 – Favor 4 – Strongly favor	3.1	3.3	3.3

Transfer Station Intercept Survey

SPU collected responses from 99 users of the city-owned transfer stations. Key demographics included:

User Group

Business or Personal Use	
Personal	64
Business	31
Both	2
Both	2
Grand Total	99

Age

Age Group	
18 to 34 years	14
35-54 years	57
55-64 years	19
65+ years	9
Grand Total	99

Race/Ethnicity

Race or Ethnicity	
Asian	3
American Indian or Alaskan Native	2
Black or African American	3
Pacific Islander or Native Hawaiian	1
White/Caucasian	75
Decline to Answer	3
Other (see notes)	10
N/A	2
Grand Total	99

4.2.5. Focus Groups

Due to budget and time constraints, the project team did not organize and recruit for any focus groups for the PIP outreach process.

4.2.6. Site Visits

As there is no specific physical “site” for the recommendations in the Plan, SPU did not conduct any site visits. The community groups SPU met with, however, met at their usual meeting place.

4.2.7. Other Initiatives

As outlined in Chapter 2.2, the project team wanted to ensure the PIP outreach process communicated with no fewer than 100 diverse members and solicit no fewer than 80 responses from diverse stakeholders.

From the online survey, the project team collected responses from:

- 5.2% immigrants (28 responses)
- 1.7% with some language other than English (9 responses)
- 3.2% Latino origin (17 responses)
- 11.3% from other diverse communities (61 responses)
- Plus over 100 participants who wouldn’t say, skipped the demographic questions or declined to identify

Even though the transfer station intercept survey collected less demographic information, the intercept yielded:

- 19.2% diverse communities (19 responses)
- 16.2% Latino origin (16 responses)
- 8.1% primary language other than English (8 responses)

The project team did not collect demographic data on other outreach activities; however, feedback emails and community group meetings yielded comments from stakeholders that the project team considers diverse populations:

- Arab American Community Coalition
- Washington Low Income Housing Alliance
- Central Area Chamber of Commerce
- Madrona Community Council
- International District Housing Alliance

4.2.8. Web and Social Media/Networking Activities

Through the stakeholder outreach activities, the project team reached out and requested community contacts to share the draft Solid Waste Management Plan information with their networks.

Stakeholder groups such as Miller Park Neighborhood Association, Colman Neighborhood Association, Licton Springs Community Council and Seattle Immigrant and Refugee Board Liaison, Seattle Office for Civil Rights shared the PIP survey information and links with their email lists.

In addition, at least ten additional organizations posted blog stories and/or Facebook updates on their pages.

In all, about 19 groups, organizations, and other city departments posted a web page or Facebook item about the Plan, and/or forwarded Plan email messaging to their groups. This resulted in the effort reaching hundreds, perhaps thousands, more individuals than were reached by direct contact.

SPU also included items about the Plan in its two electronic newsletters, Apartment/Condo Conservation E-News, and the Curbwaste E-Newsletter. The apartment/condo newsletter goes out to about 250 recipients and Curbwaste to about 2,500 recipients. Newsletter recipients sign up to receive them from SPU.

See Appendix 8. Web and Social Media/Networking Activities.

Chapter 5. PIP Closeout, Evaluation and Reporting

This PIP was highly effective in reaching beyond the minimum practice of general notices and general public meetings, especially given limited staff and budget. Targeted direct contact with stakeholders and leveraging modern tools of social media enabled SPU to gather feedback from a much larger scope of individuals than by doing “business as usual.” This chapter describes activities to wrap up this stage of public engagement and poise SPU for the public involvement aspects pertaining to the rest of the Solid Waste Plan adoption process.

5.1. Post Activity Documentation

5.1.1. Methodology for Analyzing Public Comments

At the conclusion of the PIP outreach and stakeholder engagement process, the SPU project team compiled comments and survey results into two summary documents: one for Municipal Solid Waste (MSW) and the other for Construction and Demolition Debris (C&D).

Comments for the MSW summary document are sorted by the Plan’s chapters and sub-categories such as Recycling Goals, Planning Process, Measurement Data, Green Purchasing, Hazardous Waste, Product Stewardship, Waste Prevention, Recycling Recommendations, and Construction Demolition Debris.

Comments for the C&D summary document are sorted by theme categories such as Existing Policy, Basis for New Policy, Proposed New Programs, Proposed New Program Implementation, and Material Specific Disposal Ban Questions.

In addition to public and stakeholder comments, the Solid Waste Advisory Committee (SWAC) also reviewed the documents and gave SPU project team comments about the survey and other feedback results.

Notable changes to the Solid Waste Management Plan relating to public comments will be highlighted on SPU’s website with the two feedback summary documents for MSW and C&D.

5.1.2. Documentation of and items collected from PIP Outreach Activities

The project and consultant teams produced and collected the following documents during the PIP outreach process:

- Draft Solid Waste Management Plan
- A master stakeholder list
- A new web page and an online survey document at www.seattle.gov/util/SolidWastePlan
- Presentation materials for community groups to share information and gather feedback
- News release
- Template announcements and invitation emails
- Intercept survey document at transfer stations
- Web and social media/networking postings by community groups
- Summary of stakeholder outreach feedback
- Transfer station survey report
- Final summary comments and survey results reports

Most of these documents may be viewed in the appendices. As noted above, the MSW and C&D feedback summaries can be viewed by going to SPU's Solid Waste Plan web page at www.seattle.gov/util/SolidWastePlan.

5.1.3. List of changes or modifications to master time-line for PIP stakeholder outreach activities

Change of Timeline

The project team began this PIP in June of 2009 and completed the overview and approach (chapters one and two) at the end of 2009. The project team then created the initial stakeholder outreach list in chapter three in spring of 2010 and PIP outreach activities were initially scheduled for summer of 2010. The timeline for the PIP process, however, was extended to 2011 due to a change of timeline at SPU to create the Preview Draft of the Seattle Solid Waste Plan and the related outreach tools.

The project team regrouped and updated the stakeholder outreach list in spring of 2011 and added new community stakeholders. PIP outreach activities were rescheduled for summer of 2011 and the project team finally executed the PIP outreach and stakeholder engagement process between August and October of 2011.

Upon completion of the PIP outreach activities, the project team then spent the end of 2011 and January of 2012 to complete the summary reports and analysis of PIP results.

In short, the final PIP process was extended from the original 18 months timeline to 32 months in total (June of 2009 to February of 2012). Lastly, many of the outreach activities were conducted during August of 2011 when many stakeholders were on summer vacation.

Staff Change

While the extended PIP outreach process took over 32 months, the consultant team was faced with a staff change. And the SPU communications staff who was key to the PIP's concepts and initial development also left. All PIP documents were maintained so that new team members could easily continue.

Limited Budget

Some of the approaches and public notifications listed in Chapter 2, such as focus groups, various surveys, and advertisements were not conducted due to a limited budget. As a result, PIP outreach activities had to rely mostly on earned media, an online survey, and direct outreach activities conducted by the project team.

Building and Editing the Stakeholder List

Due to the long outreach timeline, the project team had to spend additional time to edit and contact stakeholder groups before conducting outreach activities. Between 2010 and summer 2011, many community organizations had changes in leadership and contact information. The project team had to duplicate some of the previous work done in 2010 and collect new details for the stakeholder list again in 2011.

Imperfect Randomness

The project team collected 593 responses from the online survey, 99 responses from transfer station users, and comments from at least 10 community organizations and groups, throughout the PIP process.

However, with limited paid notifications and outreach approaches, there is a risk stakeholders who signed up and responded were self selecting and we may not have reached a truly random selection of individuals.

Language Barrier and Online Access

The project team reached out and worked with all the targeted language and historically underserved populations during the PIP process. However, due to a limited budget, non-English and historically underserved community stakeholders may still have a more difficult time communicating and accessing the survey information online.

5.2. PIP Final Filings, Outcomes and Recommendations

This final PIP report will be included in the Preliminary Draft of the Solid Waste Management Plan to be submitted by SPU to Washington State Department of Ecology in spring of 2012.

5.3. PIP Closeout and Reporting Plan

Upon completion of the current PIP process and the public review elements, SPU will follow the steps below to continue the Solid Waste Management Plan Update process:

1. Complete revisions per Washington State Department of Ecology comments.
2. Complete State Environmental Protection Act (SEPA) requirements checklist.
3. Present Final Draft to City Council with resolution.
4. Present with City Council at a public hearing.
5. Submit Final Draft to Washington State Department of Ecology.

At minimum, SPU will make copies of the Preliminary Draft Plan available to Seattle's SWAC members and Public Health – Seattle and King County, as well as to the public on SPU's website. Hardcopies will be available at SPU's offices and at the Seattle Public Library. SPU will track any comments received for at least 30 days after the Preliminary Draft goes public. SPU will also meet with groups who want to learn more and discuss the plan. These activities will be conducted in coordination with the SEPA process as needed.

SPU will plan and conduct (as appropriate) additional public involvement processes because of significant changes stemming from the Plan adoption process, or direction from the Washington Department of Ecology.

SPU could also consider additional outreach opportunities and public engagement efforts during the remaining Solid Waste Management Plan update process. SPU could work with the project team to assess, organize and implement further outreach process and strategies. Potential outreach activities could include:

- Publicize Solid Waste Management Plan Update process timeline and develop an outreach strategy (from emails to regular web postings) to update PIP process participants.
- Engage stakeholders for additional comments upon Washington State Department of Ecology reviews.
- Develop ongoing dialogue with PIP process participants and potentially set up a citizens' panel to provide regular feedback and comments to SPU.

- Produce public outreach materials such as short video clips to showcase key comments from PIP process participants.
- Show PIP process participants the Final Draft before presenting to City Council.
- Invite PIP process participants to appear at City Council public hearing.

PIP Appendix 1. Language Diversity

The breakdown of Tier One language groups is as follows:

Spanish

According to the U.S. Census 2005-2007 American Community Survey, 5% of Seattle residents, or 26,807 people, speak Spanish at home. The highest concentration of Spanish speakers in Seattle lives in the South Park neighborhood where 30.27% of people speak Spanish in their homes. Out of the 115,143 residents who do not speak English, Spanish speakers account for approximately 23%. Based on this information, out of the 20-30% of non-English speakers, SPU recommends that no less than 20% and no more than 30% be included in this profile.

Cantonese and Mandarin, Vietnamese, Korean and Tagalog

Ten percent of Seattle residents, or 55,432 people, speak an Asian or Pacific Island language at home. Out of the 115,143 residents who do not speak English, Asian or Pacific Island language speakers account for approximately 48%. However, there is no information on the breakdown of the language included in this group. Based on this information, SPU recommends that no less than 45% and no more than 50% of non-English speakers in the profile be Asian or Pacific Island language speakers.

Using information provided by the Department of Neighborhoods, it is possible to determine which areas of the city have the highest concentration of various Asian languages groups.

Somali

There is no data available regarding Somali. The Dept. of Neighborhoods classifies all African languages in one group. Out of the 115,143 residents who do not speak English, African language speakers account for approximately 48%. SPU will determine the percentage non-English speakers in the profile be African language speakers in a latter date.

Racial and Ethnic Diversity (based on the 2000 Census)

In the Seattle area, 146,655 people, or 26%, are identified as non-white. Since many non-whites speak English, we recommend that at least 20% and no more than 30% of the individuals in this profile are non-white and speak English. The racial and ethnic breakdown is as follows:

Asian

Out of the non-white population in Seattle, 46%, or 76,170 people identified themselves as Asian. Another 1.9 percent indicated that they were of more than one race including Asian. The largest group of Asian descent in Seattle is Chinese followed by Filipino, Vietnamese, Japanese, Korean, and Asian Indian. Based on this information, SPU recommends that among the races represented in this model, no less than 42% and no more than 50% of Asians be included in this model.

Black or African American

Blacks or African Americans comprise 26%, or 43,937 residents, of Seattle's non-white population. Another 1.4 percent of Seattle's populations selected black in combination with one or more other races. Based on this information, SPU recommends that no less than 22% and no more than 30% be included in this profile.

Hispanic

Hispanics comprise 21%, or 35,012 residents, of Seattle's non-white population. Hispanics can be of any race. The Census finds the majority of the city's Hispanics have origins in Mexico. The next largest group is of Puerto Rican origin followed by those of Cuban descent. Based on this information, SPU recommends that no less than 17% and no more than 25% be included in this profile.

Native American or Alaskan Native

Native Americans or Alaskan Natives comprise 3%, or 5,197 residents, of Seattle's non-white population. Another 1.1 percent of the Seattle population chose Native American or Alaska Native as well as at least one other race. Based on this information, SPU recommends that no less than 1% and no more than 5% be included in this profile.

Native Hawaiian or other Pacific Islanders

Native Hawaiian or other Pacific Islanders comprise 1%, or 2,334 residents, of Seattle's non-white population. Samoans formed the largest group followed by Native Hawaiians and Guamanian or Chamorro. Another 0.4 percent, nearly 5,000 people, chose Native Hawaiian or other Pacific Islander along with one or more other races. Based on this information, SPU recommends that no less than 1% and no more than 3% be included in this profile.

Education

Many residents of Seattle have attained very high levels of education. In 2005, 91.9% of persons over the age of 25 living in Seattle had completed high school. In addition, 52.7 of people had a Bachelor's degree or higher. SPU will determine the percentages of populations with a high school degree and a Bachelor's degree in a latter date. However, racial differences undercut these figures somewhat. Among non-whites, 37% of Asian and Pacific Islanders have at least a Bachelor's degree, 26% of Hispanics, and 20% of Blacks and African Americans. Therefore, within each racial and ethnic group, we recommend the following be incorporated into the profile:

- Among Asians, at least 30% and no more than 40% have a Bachelor's degree;
- Among Hispanics, at least 20% and no more than 30% have a Bachelor's degree; and
- Among Blacks and African Americans, at least 15% and or more than 25% have at least a Bachelor's degree.

Economic Status

In 2008, the median family income for metropolitan Seattle (which includes Seattle, Bellevue, and Everett) was \$81,403. Therefore, anyone earning less than this amount can be considered underserved. SPU will determine the percentage of individuals representing populations earning less than the median income in a latter date.

Geography/Neighborhoods

SPU will break the City up into Northwest, Northeast, West, East, Southwest, and Southeast regions. This follows the Department of Neighborhoods breakdown (<http://www.seattle.gov/neighborhoods/net/>). When selecting stakeholders from community and neighborhood organizations, we will strive for even representation across these regions.

PIP Appendix 2. SPU News Release on August 10, 2011

NEWS ADVISORY

FOR IMMEDIATE RELEASE:

FOR MORE INFORMATION CONTACT: SPU Customer Service (206) 684-3000

Survey asks how to create a cleaner and greener Emerald City Seattle Public Utilities seeks input about best ways to reach 70 percent recycling

SEATTLE – Seattle Public Utilities (SPU) wants to hear from residents and businesses about waste reduction, recycling, and other solid waste services. The 2011 draft revision of Seattle’s Solid Waste Management Plan is available on SPU’s website.

“Our ambitious solid waste goals are another example of the high expectations that the people of Seattle rightly have for our public utilities. Good planning and dedicated citizens are how Seattle achieves these goals,” said Seattle Mayor Mike McGinn.

The Solid Waste Management Plan updates the City of Seattle’s programs to prevent waste, increase recycling and composting, and improve services. It describes the roadmap that will guide Seattle to its goal of diverting 70 percent of all municipal solid waste away from the landfill. The current timeline to achieve this rate is 2025, but the draft plan proposes moving the time frame up to 2022.

“This revised plan further strengthens the key concepts of zero waste, waste prevention, sustainability, and product stewardship – which were initially developed over a decade ago by a wide group of stakeholders,” McGinn added. “The public comment process is how we work together, as a city, to figure out how to get there.”

SPU is providing a variety of ways for people to provide input: an online survey; a dedicated e-mail address at SolidWastePlan@seattle.gov; and working with community groups to share information and gather feedback.

“Citizen action is what has spurred Seattle to become a national leader in recycling and composting. I’m confident that the input provided by the people of Seattle will further improve a plan that continues to guide the City well,” said City Councilmember Mike O’Brien, Chair of the Seattle Public Utilities and Neighborhoods Committee.

Learn more about Seattle Public Utilities. Follow SPU on Twitter.

In addition to providing a reliable water supply to more than 1.3 million customers in the Seattle metropolitan area, SPU provides essential sewer, drainage, solid waste and engineering services that safeguard public health, maintain the City’s infrastructure and protect, conserve and enhance the region’s environmental resources.

- SPU-

PIP Appendix 3. SPU Website

www.seattle.gov/util/SolidWastePlan



PIP Appendix 4. Master Stakeholder List

Organization Name
1111 Third (CB Richard Ellis)
505 Union Station (CB Richard Ellis)
Additional Seattle Orgs of Potential Interest
Administration for Children & Families Region 10
Admiral Neighborhood Association
African American Reach and Teach Ministry
Alcoa Primary Metals, Intalco Works
Alexandria Real Estate Inc
Alexis Hotel
Alki Community Council
All on Gabriella's C&D list
All our licensed recyclers, such as Total Reclaim
All Wood Recycling
Alley24 East
Alliance for a Just Society
Allied
Allied Waste
American President Lines
American Roofing Recyclers
American Seafoods Inc
Amgen Inc
Amtrak
Arab American Community Coalition
Arts Corps
Ashforth Pacific, Inc
Ashgrove Cement
Asian Counseling and Referral Service
Asian Pacific Islander Women and Family Safety Center
Associated General Contractors
Association of General Contractors (AGC)
Atlantic Street Center-New Holly Youth and Family Center
Baby Diaper Service
Ballard Chamber of Commerce
Beacon Alliance of Neighbors
Belltown Business Association
Belltown Community Council
Benaroya Hall
Bental LLC
Biosolids folks
Bobby Wolford Trucking and Demolition
Boeing Company
Boeing IDS
BOMA
Boys and Girls Club
Bristol-Myers Squibb Company

Broadmoor Country Club
Broadview Community Council
Burlington Northern Santa Fe Railroad
Bush, Roed and Hitchings Inc.
CAC Real Estate
CalPortland
Capitol Hill Community Council
Capitol Hill Housing
Carwash Enterprise (Brown Bear)
Casa Latina
Cascade Land Conservancy
Cascade Water Alliance
Cascadia Consulting
Catholic Community Services of Western WA
CB Richard Ellis
CB Richard Ellis Global Corporate Services
CBRE
CDL Recycle
Cedar Grove Composting Co.
Center for Environmental Law & Policy
Center for Livable Communities
Central (Seattle) Area Chamber of Commerce
Central Pget Sund Rgonal Trnst
Certaineed Gypsum
Chamber of Commerce Sustainability Committee
Charlie's Produce
Childrens Hospital
Chinatown Business Improvement Area
Chinese Information Service Center
CleanScapes
Climate Solutions
Clipper Seafoods Ltd
Clise Properties
Colman Neighborhood Association
Columbia City Business Association
Construction Materials Recycling Association
Construction Waste Management, Inc.
Cool Moms
Council for Children and Families
CP Management
Cray Inc
CRISTA Ministries
Crista Ministries
Crown Hill Neighborhood Association
Crowne Plaza Seattle-Downtown
Darigold Inc
Deloitte & Touche LLP
Delridge Neighborhoods Development Association (DNDA)

Dendreon Corporation
Department of Planning and Development: Green Building Team
Department of Social and Human Services -Community Services Offices-Rainier
Dept. of Neighborhoods
Dhl Danzas Air & Ocean
Downtown Nordstrom
Downtown Seattle Association
Drywall Recycling Systems
Dyna Care Lab Northwest LLC
Eagle Marine Services Ltd
Earth Corps
Earth Justice
Earth Ministry
Earthwise
East African Alliance
East African Community Services
Eastlake Community Council
Edgewater Inn
El Centro de la Raza
Elliott Bay Marina
Emerald Services Inc
EMP/SFM
Enterprise Seattle
Environmental Coalition of South Seattle
Environmental Justice Network in Action
Environmental Outreach and Stewardship Alliance
Ethiopian Community Mutual
Expeditors Intl Wash Inc
Facing the Future: People & the Planet
Fairmont Olympic Hotel
Fauntleroy Community Association
Federal Reserve Bank of San Francisco
Federated Dept Stores Inc
Filipino Community Center
Food & Beverage groups
Foss Home & Village
Foss Maritime
Four Seasons Hotel
Franz Bakers
Fred Hutchinson Cancer Res Ctr
Fred Meyer
Fred Meyer Stores Inc
Fremont Chamber of Commerce
Fremont Neighborhood Council
Friends of the Cedar River Watershed
Full Life Adult Day Care
Futurewise

FX McRory's
General Services Administration
Georgetown Community Council
GIRVIN Creative Marketing
Golden Alaska Seafoods Inc
Gordon Biersch Brewing Company
Grand Hyatt Seattle
Grayhawk Construction
Greater Duwamish Council
Greater Glory Church of God
Greater Madison Valley Community Council
Greater Seattle Chamber of Commerce
Greenwood Community Council
Greenwood-Phinney (Seattle) Chamber of Commerce
Group Health Co-Operative
GSA Federal Courthouse (new)
Haller Lake Community Club
Hanjin Shipping Company Ltd.
Harborview Medical Center
Harman Management (Yum Yum Foods)
Hawthorne Hills Community Council
Helping Link
High Point Neighborhood Association
Highland Park Action Committee
Highland Park Improvement Club
Hillman City Neighborhood Alliance
Hilton Hotel
Hines, Inc.
Hoffman Construction Company of Washington
Home Builders Assoc.
Horizon House
Hospital Central Service
Hotel 1000
Hotel Andra
Hoteliers
Housing Auth of The Cy Seattle
Housing Development Consortium
Housing Resources Group (HRG)
Inn At The Market
Interbay Neighborhood Association
International District Housing Alliance
Jackson Place Community Council
JC Penney Corporation Inc
Jewish Federation of Greater Seattle
JSH Properties (Aurora Square)
Judkins Park Community Council
Junior League of Seattle
K&L Gates LLP

K2 Sports
KC Recycling Coordinators
Keller CMS, Inc.
Kendall Trucking
King County
King County DNR Director Office
King County Health Dept
King County Industrial Waste Program
King County International Airport
King County Solid Waste Division
King County Transit
Korean Women's Association
Korry Electronics Co
Lafarge Corp
Lafarge North America
Lake Union Drydock Company
Lakewood / Seward Park Community Club
Laurelhurst Community Club
League of Education Voters
League of Women Voters
Lease Crutcher Lewis
Licton Springs Community Council
Local Hazardous Waste Management Program (LHWMP)
Low Income Housing Institute (LIHI)
MacDonald Miller Facility Solutions
MacMillan-Piper
Madrona Community Council
Magnolia Community Club
Magnolia Neighborhood Planning Council
Manufacturing Industrial Council
Maple Leaf Community Council
Marpac Construction LLC
Martin Selig Real Estate
Martin Smith Real Estate Services
Master Builders
Master Builders Assoc of King & Snohomish Cty
Mayflower Park Hotel Inc
McDonalds-MCD Corporation
Meadowbrook Community Council
Metropolitan Park Buildings (Wright Runstad & Co.)
Metropolitan Tower
Miller Park Neighborhood Association
Montlake Community Club
Morgan Community Association
Mount Baker Community Club
Mt. Baker Housing Association
Muni League
N & S Rebuild Stakeholder Grps

National Marine Fisheries Svc
National Marine Fisheries Svc
NCAST Programs
Neighborhood House
New Futures
New West Gypsum
Nickels Bros House Moving
Nitze-Stagen
NOAA
NOAA National Marine Fisheries Svc.
NOAA (NOAA Montlake) (NOAA Sandpoint)
Noel House
Nordstrom
North Beacon Hill Council
North Delridge Neighborhood Council
North Seattle Community College
North Seattle Rotary
Northgate Mall
Northland Services Marine Transportation
Northwest Energy Efficiency Council
Northwest Environmental Education Council
Northwest Hospital
Northwest Kidney Centers
Northwest Product Stewardship Council
Northwest Seafood Processors
NUCOR
Nucor
Nucor Steel
Nuprecon
NW EcoBuilding Guild
Office of Economic Development (OED)
Office of Sustainability & Environment (OSE)
Othello Neighborhood Association
Pacific Construction Systems
Pacific Medical Center Clinic
Pacific Science Center
Pacific Topsoils
Packaging groups
Parent Trust for Washington Children
Park Place Bldg (Wright Runstad and Co)
PEMCO
People for Puget Sound
Pepsi Bottling Group
Pepsi-Cola Metro Btlg Co Inc
Peter Pan Seafoods Inc
Phinney Neighborhood Association
Pierce County solid waste
Pigeon Point Neighborhood Council

Pinehurst Community Council
Pioneer Square. Community Association
Plymouth Housing Group (PHG)
Polyclinic A Professional
Pomegranate Center
Port of Seattle
Ports America T-46
PPRC - Pollution Prevention Resource Center
Processors (e.g. metal) who aren't on our recyclers list
Puget Sound Blood Ctr Program
Pyramid Breweries Inc
Queen Anne Chamber of Commerce
Queen Anne Community Council
Queen Anne Plaza Inc
Quest Dgnstics Clinical Labs De
Qwest Field
R.W. Rhine Inc.
RAFN Company
Rainier Valley Chamber of Commerce
Rainier Vista (Seattle Housing Authority)
Rainier Wood Recyclers
Ranier Vista (Seattle Housing Authority)
Ravenna-Bryant Community Association
Recovery 1
Recreational Equipment Inc
Refugee Federation Services Center
Regence Building
REI (current)
Renton Concrete Recyclers
Resource Recovery Services
Restaurant Association
Riverview Neighborhood Council
Roosevelt Neighborhood Association
Roosevelt Neighbors' Alliance
Rosetta Inpharmatics LLC
Safeco Plaza (1001 Fourth Avenue)
Safeway
Saint Gobain Container LLC
Salaam Urban Village Association
Samuel & Company, Inc.
SBRI
Schwartz Brothers Restaurants
Sea Mar Community Health Center
SeaFreeze
SeaTac Airport, Aviation Facilities & Infrastructure
Seattle Aquarium
Seattle Art Museum
Seattle BioMed

Seattle Biomedical Res Inst
Seattle Cancer Care Alliance
Seattle Center
Seattle Center - Redevelopment
Seattle Central Community College
Seattle Children's Hospital
Seattle Chinatown International District Preservation and Development Authority
Seattle City Light
Seattle Community College, South
Seattle Community Colleges
Seattle Department of Transportation
Seattle Finance & Admin
Seattle Fleets & Facilities
Seattle Hilton Hotel
Seattle Housing Authority (SHA)
Seattle Iron & Metals Corp
Seattle Mariners
Seattle Pacific University
Seattle Parks and Recreation
Seattle Parks Department
Seattle Public Library
Seattle Public Schools
Seattle School Board
Seattle School District
Seattle Seahawks
Seattle Skyline Rotary
Seattle Steam
Seattle Tennis Club
Seattle Tilth
Seattle University
Seattle Works
Second Use Building Materials
Sellen Construction Co.
Seward Park Environmental & Audubon Center
Sheraton Hotel
Shoreline Community College
Shoreline School
Sierra Club - Cascade Chapter
Sightline Institute
Skanska
SKCDPH (health dept) – as required by law
Snohomish County solid waste
SODO Business Association
Solid Ground
Somali Community Services of Seattle
Sound Transit
South Lake Union Chamber of Commerce

South Park Business Association
South Park Neighborhood Association
South Seattle Community College
Space Needle Corporation
Space Needle Corporation
Spaghetti Factory
SPU EA Meeting
Ssa International Inc
Starbucks Coffee Co
Stevedoring Services of America
Stewardship Partners
Stouffer Madison Hotel
Sunset Hill Community Association [Ballard]
Supreme Alaska Seafoods Inc
Sustainable Ballard
Sustainable Downtown Seattle
Sustainable Greenwood-Phinney
Sustainable Queen Anne
Sustainable Seattle
Sustainable South Seattle
Sustainable West Seattle
Swedish Medical Center - Providence Campus
Swedish Medical Center-First Hill
Swedish Medical Center-Providence
Swedish Health Services
Swedish Hospital
Swedish Medical Center
Swedish Medical Center - Cherry Hill
Swedish Medical Center- Ballard
Swedish Medical Center- Ballard
Swedish Medical Center- Providence Campus
T&T Recovery
The Polyclinic
The RE Store
The Westin Building
The Westin, Seattle
Todd Pacific Shipyards
Total Terminals International Inc. T-46
Touchstone
Trammell Crow Company
TRF Pacific Inc
Tyson Foods Inc
U S Army
U Village Imp Ltd Partnership
Unico Properties
Unico Properties, Inc
Union Pacific Railroad
United Indians of All Tribes Foundation

United States Dept Commerce
United States Postal Service
United States Postal Services
University (Greater) Chamber of Commerce
University Book Store Inc
University Heights Center
University Mazda
University of WA-Consolidated Laundry
University of WA-Physical Plant Bldg. Rm 104
University of Washington
University of Washington
University of Washington Educational Out- reach Program
University of Washington, Facilities Services
University Park Community Club
University Village IMP LTD Partnership
Urban League
US Army Corps of Engineers
US Coast Guard
US Geological Survey
UW School of Medicine
V A Medical Center
VA Puget Sound Health Care System
Veterans Affairs Puget Sound Health Care System
Vintage Park Hotel
Virginia Mason Medical Center
Vulcan Finance
Vulcan Inc.
Wallace Property Management
Wallingford Chamber of Commerce
Wallingford Community Senior Center
Wallingford Neighborhood Community Council
Walsh Construction
Wards Cove Packing Company
Wash Athletic Club
Wash Athletic Club
Washington Citizens for Resource Conservation
Washington Environmental Council
Washington Low Income Housing Alliance
Washington Organic Recycling Council
Washington Refuse & Recycling Assoc
Washington State Department of Transportation
Washington State Hispanic Chamber of Commerce (Seattle)
Washington State Recycling Association
Washington State Vietnamese American Chamber of Commerce
Washington Toxics Coalition
Washington Wildlife and Recreation Coalition
Waste Management
Waste Management - Eastmont

Waste Management Northwest
Water District #125
Waterfront Seafood Grill
Wedgwood Community Council
Wells Fargo Center
West Seattle Chamber of Commerce
West Seattle Junction Association
Western Towboat Company
Westin Building
Westin Building (Clise Properties)
Westlake Associates
Westlake Center Assn
Westwood Neighborhood Council
White Center Chamber of Commerce
White Center Community Development Association
Wild Fish Conservancy Northwest
Women Business Owners
Women's Business Exchange
Woodland Park Zoo
Woodworth and Co
Wright Runstad & Company
WUTC – as required by law
Yes-Presentation or Brochures
YMCA
Youngstown Cultural Arts Center
Youth in Focus
YWCA
Zero Waste Seattle
Zymogenetics Inc

PIP Appendix 5. Outreach Phone Script

The following phone script was used by the consultant team to contact stakeholders.

- Hi, is this ____?
- Hi, I'm ____ and I'm calling from The Connections Group on behalf of Seattle Public Utilities.
- We know things are busy over there, so I'll try to whiz through this: Right now SPU is updating Seattle's long-term solid waste plan and they're seeking consumer input on their proposed recommendations... from setting recycle goals to various initiatives to reduce waste.
- Since you are a respected organization in the ____ community, we'd love to get input from your organization to help represent the voice of ____.... Would you be willing to share your views with us? [on recommended changes to Waste Management in Seattle]
- Great! Could I get the best email address to reach you, and then... *[if no, ask if they'd be willing to fill out a five-minute survey then]*
- *["What does it entail?"]* It's nothing big – all it involves is reading a document on the proposed recommendations, answering a few questions, and filling out a five-minute survey.
- Thanks! I'll send you the summary of proposed recommendations and the survey link this afternoon. Also, we're trying to reach out to individual communities as much as possible; would you be willing to put a blurb for the SPU survey on your Facebook or in your newsletter?
- And finally, we're hoping to get several ambassadors from each community. Do you have any suggestions on who else we could contact, or would you be willing to share our email with two employees/colleagues/board-members and ask if they'll fill it out too?
- *[If they are super interested]* We could check with SPU to see if we could get a presentation held at your next community meeting? Would that be something that interests you?
- Thanks for your help and participation!

PIP Appendix 6. Outreach Email

The following email was used by the consultant team to contact stakeholders after initial phone contacts.

Hi _____,

Great speaking with you earlier today and we appreciate your help in reaching out your community contacts for the SPU's long-term solid waste plan update.

At the end of this message, we've pasted the blurb for your blog.

Again, we're seeking to get three members from [org name] to give a voice in our outreach work, so if you could share this email with two colleagues who might be interested in these issues or would well represent the organization, that would be much appreciated.

Below are the instructions on giving your feedback. Your thoughts are going to help guide SPU for the next ten years! Thanks again for your time!

For the seventh straight year, Seattle's recycling rate has risen, hitting an all-time high of 53.7 percent overall and 70.3 percent for single households. The national recycling average is 32.1 percent. While each city calculates its diversion rates differently, Seattle is considered to be among the national leaders in municipal recycling, especially after the great strides we made in 2010.

Now Seattle Public Utilities (SPU) is looking for your input to inform our decision-making as we update our long-term waste plan. We'd like to know how you, your members, your business, or the people/businesses represented by your organization would be affected by the recommendations in the plan.

We ask that you read a section of the draft update and answer a few questions. The draft is available at www.seattle.gov/util/About_SPU/Garbage_System/Plans/Solid_Waste_Comprehensive_Plan/index.asp.

Feel free to choose the section that most interests you:

- The ***Executive Summary***, which gives an overview of the entire plan and summarizes all recommendations in the plan.
- ***A Breakdown of Recycling Recommendations***, attached as a Word Doc, which shows when these recommendations would be implemented in the different sectors of single-family homes, apartments and condos (multi-family), and business (commercial).
- Chapters that contains recommendations:
 - ***Chapter 3 Waste Prevention***, which covers strategies to prevent waste from being created. It also talks about product stewardship, which gets producers and retailers more involved in managing their products at end of life.
 - ***Chapter 4 Seattle's MSW System***, which goes into more depth about the recycling recommendations. It also talks about the steps in waste management, from collection, through transfer, to processing and landfill disposal.

- **Chapter 5 Other Solid Waste Streams**, which contains recommendations to increase construction and demolition debris, as well as for graffiti, illegal dumping, litter, and community cleanup.
- **Chapter 6 Administration and Financing the Plan** discusses solid waste education, as well as the financial impacts of the recycling recommendations.

After reading the section(s), please send a quick note to us at spusurvey@connectionsgroup.org [just reply to this email], specifying which section(s) you read and include any comments you have on the recommendations, the overall direction of the plan, the recycling goals, or anything else. We will make sure your comments are sent to SPU.

Here are a few sample questions to jumpstart your thinking.

1. Do you support the draft plan's recycling goals to reach 60% by 2015, and the longer-term goal of 70% by 2022? Do you think Seattle should be more aggressive about recycling, or increase recycling more slowly?
2. SPU's waste prevention programs include product stewardship activities, which seek increased producer responsibility for wastes. Do you agree producers and retailers should do more to reduce toxics in their products, and make their products more recyclable? Do you think they should pay for managing products at their end of life?
3. The recycling recommendations would be phased in over a number of years. Do you agree with the order and timing of the changes? Do you think customers will have time to get used to a change before the next one comes? Should the timing be more aggressive?
4. Do you support SPU inspectors increasing how much they look in garbage containers for materials that aren't allowed there?
5. Do you think the changes will go smoothly? Are there perhaps some problems SPU planners should take into account before starting a new program?

Lastly, it's also important you fill out a five-minute survey at the end when you have a moment.

<https://www.surveymonkey.com/s/spusolidwasteplan>

Thanks very much for your time and we appreciate your feedback.

BLURB

Have your voice heard as Seattle Public Utilities updates Seattle's long-term solid waste plan. SPU is looking for customer inputs on the draft plan which contains many recommendations. Read the plan at www.seattle.gov/util/About_SPU/Garbage_System/Plans/Solid_Waste_Comprehensive_Plan/index.asp.

Tell SPU what you think and take a five-minute survey at www.surveymonkey.com/s/spusolidwasteplan.

Let's make sure [your community] is well represented in SPU's outreach process!

PIP Appendix 7. Surveys

Online Survey

Seattle Public Utilities (SPU) requests customer input on plans to reduce waste and improve recycling, food and yard waste composting, and other solid waste services. This survey should take about 15 minutes. SPU will post a summary of the results on its website, www.seattle.gov/util/solidwasteplan.

Thank you for informing the decisions that will help SPU reach Seattle's goals to reduce waste, increase recycling, and keep future costs as low as possible.

***Which group best describes your point of view for this survey? (Choose one)**

- ☐ Seattle resident of a single-family home (detached, or up to 4 units)
- ☐ Seattle resident of a multi-family home (condo or apartment of 5 or more units)
- ☐ Manager of a multi-family residence in Seattle (of 5 units or more)
- ☐ Seattle business owner/manager
- ☐ Construction and demolition (C&D) professional serving Seattle
- ☐ Other (please specify)

What type of business do you own or manage?
(Select from the drop-down menu)

If you selected other, please describe in box below

Which of these best describes your work as a construction and demolition (C&D) professional?

- ☐ Construction contractor
- ☐ Third party hauler or C&D waste and/or recycling collector
- ☐ C&D waste and/or recycling facility operator
- ☐ Other (please specify)

***How often do you recycle the following materials at your job site?**

	Always	Very often	Sometimes	Rarely	Never	Don't know
Asphalt paving, bricks, and concrete	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Metal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cardboard	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Plastic film wrap	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Carpet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Clean wood	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New gypsum scrap	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tear-off asphalt shingles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

***For each material listed below, would you favor or oppose a plan to stop the material from disposal in the garbage that goes into the landfill?**

	Strongly favor	Favor	Oppose	Strongly oppose	Not sure/No opinion
Asphalt paving, bricks, and concrete	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Metal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cardboard	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Plastic film wrap	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Carpet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Clean wood	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New gypsum scrap	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tear-off asphalt shingles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If you were required to sort materials for recycling at your job site and have them delivered to a recycling facility, do you think your costs would decrease, increase, or stay the same?

- ☐ Decrease
- ☐ Increase
- ☐ Stay the same
- ☐ Don't know/No opinion

Seattle Public Utilities (SPU) is proposing to continue support for construction and demolition contractors to increase recycling. The support includes education about construction and demolition recycling options, expanding support for salvage activities, and developing a program that measures how well processing facilities are recycling. How important is it to you that SPU undertakes the following activities?

	1 - Not at all important	2	3	4	5	6	7 - Very important	Don't know/No opinion
Education about salvage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Education about deconstruction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Education about job site recycling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Education about recycling facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Checking and publishing facility recycling rates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Market development for recyclable materials	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What is your home or business zip code for the home or business you're using as your point of view for this survey? (Enter 5-digit zip code)

ZIP:

How satisfied are you with Seattle Public Utilities' (SPU's) efforts to reduce waste and increase recycling and food and yard waste composting in Seattle?

	1 - Not at all satisfied	2	3	4	5	6	7 - Very satisfied	Don't know
.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How satisfied are you with Seattle Public Utilities' garbage, recycling, and food and yard waste pickup services in Seattle?

	1 - Not at all satisfied	2	3	4	5	6	7 - Very satisfied	Don't know
.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

***This question is about garbage service for single family households (up to 4-plexes).**

Right now the City's Seattle Public Utilities picks up garbage on a weekly basis. They also pick up food and yard waste every week. Now that food scraps are allowed in the weekly yard and food waste service, the City's Seattle Public Utilities is considering changing garbage to an every other week service. If this change is made, how satisfied would you be?

- ☐ Extremely satisfied
☐ Very satisfied
☐ Somewhat satisfied
☐ Not very satisfied
☐ Not at all satisfied
☐ Don't know/No opinion

What is the top reason you would be "somewhat satisfied," "not very satisfied," or "not at all satisfied" about changing garbage to an every other week service?

(Select from the drop-down menu)

If you selected other, please describe in box below

***Would you favor or oppose a plan that forbids food waste from being placed in the garbage container? Garbage containers with food and yard waste in them would not get picked up. Seattle already has similar rules about placing garbage in the recycling container and garbage in the food and yard waste container.**

- ☐ Strongly favor
 ☐ Favor
 ☐ Oppose
 ☐ Strongly oppose
 ☐ Not sure/No opinion

What is the top reason you would oppose a plan that forbids food waste from being placed in the garbage container?

(Select from the drop-down menu)

If you selected other, please describe in box below

***Businesses are currently only required to recycle paper and cardboard. Would you favor or oppose a plan to require businesses to recycle more materials such as bottles and cans?**

☐ Strongly favor ☐ Favor ☐ Oppose ☐ Strongly oppose ☐ Not sure/No opinion

What is the top reason you would oppose a plan to require businesses to recycle more materials such as bottles and cans?

(Select from the drop-down menu)

If you selected other, please describe in box below

***Would you favor or oppose a plan to ask residents to put disposable diapers and pet waste into a separate collection container for pickup? The disposable diapers and pet waste would be composted using a process that kills bacteria and other pathogens.**

☐ Strongly favor ☐ Favor ☐ Oppose ☐ Strongly oppose ☐ Not sure/No opinion

What is the top reason you would oppose a plan to ask residents to put disposable diapers and pet waste into a separate collection container for pickup?

(Select from the drop-down menu)

If you selected other, please describe in box below

Which of the following things would you be willing to do to help Seattle reduce waste, increase recycling and composting, and keep future costs as low as possible?

(Select all that apply)

- ☐ Increase recycling at my business.
- ☐ Increase recycling where I shop and work.
- ☐ Increase my food waste composting.
- ☐ Increase my yard waste composting.
- ☐ Reduce the size of my garbage container.
- ☐ Separate disposable diapers and pet waste from my garbage.
- ☐ Pay a little more on my monthly bill so that Seattle residents and businesses can do more to reduce waste and protect the environment.
- ☐ Have my garbage collected every other week to keep future garbage, recycling, and food and yard waste composting costs lower.
- ☐ Nothing
- ☐ Other (please specify)

What other input would you like to provide to Seattle Public Utilities about waste reduction, recycling, and food and yard composting services in Seattle?

The following demographic questions are intended to measure how well Seattle Public Utilities provides equitable services. This information is completely anonymous and confidential. Your participation is voluntary.

Which of the following broad ranges includes your age?

- ☐ 18-34
- ☐ 35-54
- ☐ 55-64
- ☐ 65 or older
- ☐ Decline to answer

What is your race? (Select all that apply)

- ☐ White
- ☐ Black or African American
- ☐ Chinese
- ☐ Filipino
- ☐ Vietnamese
- ☐ Don't know
- ☐ Decline to answer
- ☐ Other (please specify)

Are you of Hispanic, Latino, or Spanish Origin?

- ☐ Yes
- ☐ No
- ☐ Decline to answer

The following demographic questions are intended to measure how well Seattle Public Utilities provides equitable services. This information is completely anonymous and confidential. Your participation is voluntary.

What is the primary language spoken at your home?

- ☐ English
- ☐ Spanish
- ☐ Russian
- ☐ Vietnamese
- ☐ Chinese, Mandarin, Cantonese
- ☐ African Languages (such as Somali, Amharic, Oromo, Tamazight)
- ☐ Decline to answer
- ☐ Other (please specify)

Did you immigrate to the United States?

- ☐ Yes
- ☐ No
- ☐ Decline to Answer

Including yourself what is your family/household size?

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 or over
- ☐ Decline to answer

The following demographic questions are intended to measure how well Seattle Public Utilities provides equitable services. This information is completely anonymous and confidential. Your participation is voluntary.

Please identify your annual household income.

- ☐ Under \$30,000
- ☐ \$30,000 – \$39,000
- ☐ \$40,000 – \$49,000
- ☐ \$50,000 - \$59,000
- ☐ \$60,000 to \$75,000
- ☐ \$75,000 – \$100,000
- ☐ \$100,000 and over
- ☐ Decline to answer

What is your gender?

- ☐ Male
- ☐ Female
- ☐ Decline to answer

What is the highest degree or level of school you have completed?

- ☐ Something less than high school graduate or GED
- ☐ High school graduate or GED
- ☐ Some college or technical school or AA degree
- ☐ 4 year college degree
- ☐ Post graduate work or degree

Those are all the questions we have for you today. Thank you very much. If you would like to ask a question or offer a comment about the Solid Waste Management Plan, please send an e-mail to SPU_SolidWastePlan@seattle.gov.

Appendix C **64** | 2011 Seattle Solid Waste Plan

Ubicación	Norte	Sur
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- c. No se permitirá la madera no tratada a partir del año 2014. En una escala de 1 a 7 qué tanto apoya usted esta recomendación, siendo 1 el nivel más bajo de apoyo y 7 el mayor nivel de apoyo? (por favor, haga un círculo alrededor)

1	2	3	4	5	6	7
Menor apoyo				Mayor apoyo		

- d. No se permitirán las películas de plástico a partir del año 2014. En una escala de 1 a 7 qué tanto apoya usted esta recomendación, siendo 1 el nivel más bajo de apoyo y 7 el mayor nivel de apoyo? (por favor, haga un círculo alrededor)

1	2	3	4	5	6	7
Menor apoyo				Mayor apoyo		

7. Las nuevas estaciones tendrán áreas de descarga separadas para el reciclaje. Usted podrá descargar materiales reciclables antes de pasar por la pesa – lo que eliminará la necesidad de hacer fila para las personas que van sólo a reciclar. En una escala de 1 a 7 qué tanto apoya usted esta recomendación, siendo 1 el nivel más bajo de apoyo y 7 el mayor nivel de apoyo? (por favor, haga un círculo alrededor)

1	2	3	4	5	6	7
Menor apoyo				Mayor apoyo		

9. Edad

- ☐ 18-34
- ☐ 35-54
- ☐ 55-64
- ☐ 65 o más

10. Raza / Grupo étnico

- ☐ Asiático
- ☐ Amerindio o nativo de Alaska
- ☐ Negro o africano estadounidense
- ☐ Isleño del Pacífico o nativo hawaiano
- ☐ Blanco / Caucásico
- ☐ No sé
- ☐ No quiero responder
- ☐ Otro (por favor, especifique) _____

11. ¿Es usted hispano, latino o de ascendencia española?

- ☐ Sí
- ☐ No

12. Idioma que habla en casa

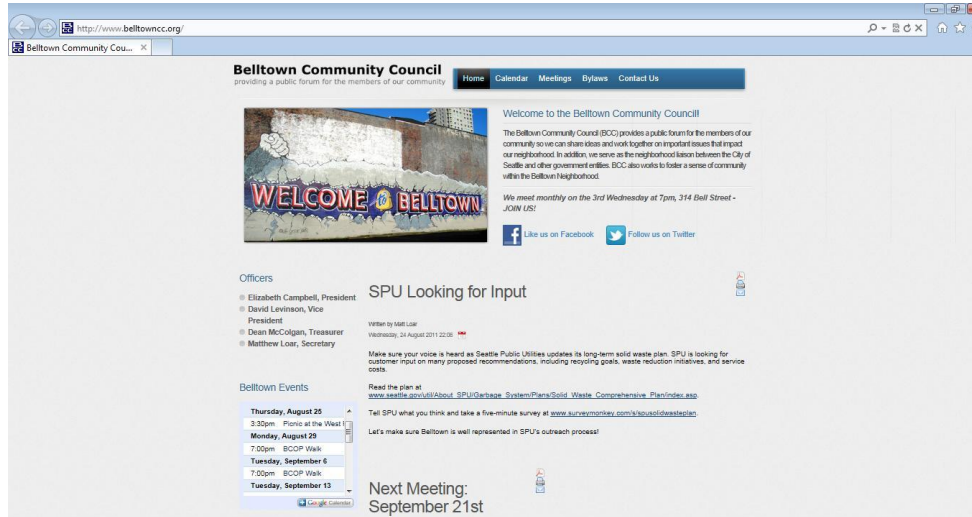
- ☐ Inglés
- ☐ Chino
- ☐ Español
- ☐ Tagalo
- ☐ No quiero responder
- ☐ Otro (por favor, especifique) _____

Muchas gracias por sus respuestas. Nos ayudará en nuestros esfuerzos por reducir los desechos, aumentar el reciclaje, y mejorar los servicios de manejo de desechos sólidos. *[Se entregará al participante un par de guantes de trabajo (talla mediana o grande)].*

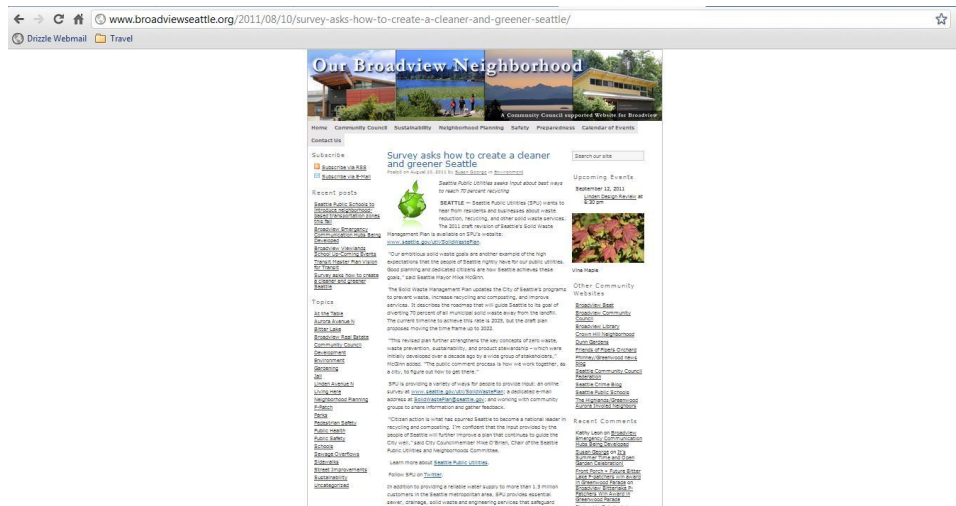
PIP Appendix 8. Web and Social Media/Networking Activities

(Website, blog and Facebook postings of the draft of the Seattle Solid Waste Plan and survey link)

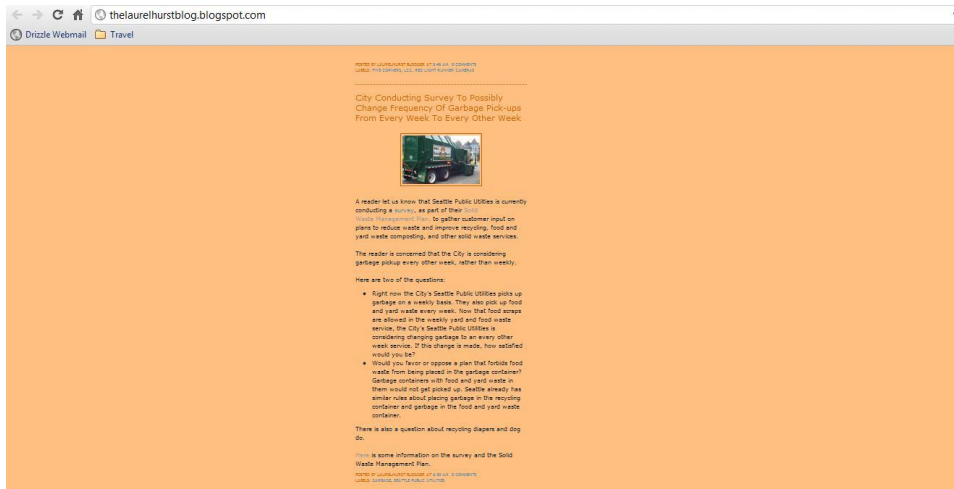
Belltown Community Council Blog



Broadview Neighborhood Blog



Laurelhurst Neighborhood Blog



New Rainiervista Blog



Sustainable West Seattle Blog and Facebook Posting

